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LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

Action Plan 2002

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Louisiana Economic Development Council

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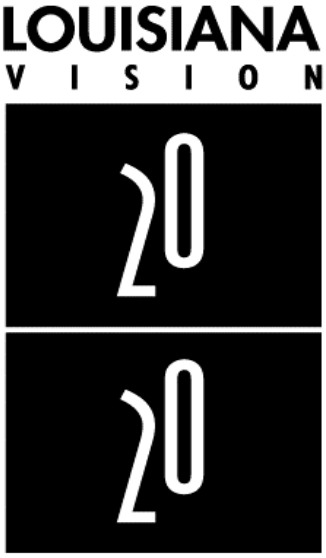

Action Plan 2002

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March 2002

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Louisiana Economic Development Council

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EXECUTIVE SUMMARY

Action Plan 2002 is the third annual report of the Louisiana Economic Development Council to the Governor and the Legislature on the implementation of *Louisiana: Vision 2020, Master Plan for Economic Development.*

Louisiana: Vision 2020 is a challenge to create a new and better Louisiana and a guide to economic renewal and diversification. The Louisiana Economic Development Council developed the goals, objectives, and benchmarks articulated in *Louisiana: Vision 2020* to position the State to have a vibrant, balanced economy; a fully-engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit, and do business.

With *Vision 2020* completed and approved by the Louisiana Legislature in 1999, the Council began the implementation phase of its work. This third annual action plan presents the Council's recommendations for action for the coming year, including the strategies for accomplishing them. In order to monitor progress toward the Vision 2020 goals and objectives, the benchmarks developed by the Council's task forces during the V*ision 2020* process have been updated with the most recent data available. Finally, to ensure ongoing accountability, the Council is reporting on the progress made toward each of the recommendations made in last year's action plan.

The Louisiana Economic Development Council facilitates and monitors a process – a process that incorporates long-term vision with short-term operational objectives to put Louisiana on track to be a top-10 state in which to live, work, visit, and do business.

Action Plan 2001 Outcomes

In *Action Plan 2001,* the Council made 16 recommendations, six of which were carried over from *Action Plan 2000*. Significant accomplishments have been made in several areas.

DED Reorganization

In response to *Louisiana: Vision 2020* and the diversification recommendation in *Action Plan 2001*, the Department of Economic Development (DED) has been totally reorganized in an attempt to better meet the needs of industry in the 21st century. The new organization focuses on facilitating the growth and development of industry clusters – both existing clusters and those targeted for development in order to diversify the state's economy.

The new DED has been streamlined from the former seven offices to three: the Office of the Secretary, Office of Management & Finance, and the Office of Business Development. The newly hired nine cluster professionals and five service professionals now work with a streamlined staff within the Office of Business Development. The new professionals, most of whom came from industry, have been trained in cluster-based economic development and have

begun to identify companies within their cluster(s) and issues facing these companies. They are poised to move ahead to facilitate growth and development of these clusters.

Information Technology Infrastructure

Louisiana's Blueprint for Digital Government, the State's strategic technology plan, lays the foundation for coordination of information technology operations, programs, activities, and services for all State agencies -- to increase efficiency in delivering services to their constituents. During this year, the State continued to implement this plan.

In response to recommendations made by the Council in *Action Plan 2001* and in line with recommendations in the Blueprint for Digital Government, Act 772 of the 2001 Regular Session was passed, establishing the Office of Information Technology (OIT) within the Division of Administration to be headed by a chief information officer (CIO). Act 772 also placed the Office of Telecommunications Management (OTM) within the OIT.

Although there have been some ups and downs, a new Chief Information Officer (CIO) is now in place. The Office of Information Technology is currently developing a set of standards, practices, and protocols consistent with leading edge industry networking standards, which should be completed in 2003. Additional strategies for building on the accomplishments in this area are included as recommendations in *Action Plan 2002.*

Education

In the area of education, outcomes remain mixed. In general, a lack of adequate funding continues to plague Louisiana's educational institutions. Target salary increases for teachers were not reached in the last legislative session. The issue of teacher salaries continues to be studied and methods are being explored to implement this recommendation.

In spite of funding inadequacies, much has been accomplished. These accomplishments can be attributed to support from the Governor and Legislature, collaboration among state and local leaders, standards-based reforms, and a rigorous, but consistent and fair school accountability system. Some recent successes include:

- For the first time, State funds were appropriated for pre-kindergarten education -- $15 million to be used for at-risk 4 year olds;
- Students in 9 out of 10 schools in Louisiana have demonstrated growth in academic achievement and met school growth targets established for 1999-2001;
- One-third more 3rd graders are reading on or above grade level (Fall 1998 to Fall 2000);
- Composite scores on the state's norm-referenced tests (the Iowa Tests of Basic Skills) have increased at the 3rd, 5th, 6th, 7th, and 9th grade levels;
- 13% more 4th and 8th grade students passed the math section of the state's criterion referenced test (LEAP 21); five and six percent more 4th and 8th graders, respectively, passed the English section of the LEAP 21 test;
- Louisiana's 2000 NAEP Math score for grade 4 was the **most improved in the nation** with an increase of 9 points as compared to 4 points nationally. In addition, it was the third most improved at grade 8 -- up 7 points compared to 3 points nationally;

- Louisiana's 1998 NAEP Reading score for grade 4 improved from 39th to 36th place, and Louisiana was 1 of 6 states to demonstrate major gains; and
- The percentage of first-time college freshmen taking remedial courses has declined from 53% (Fall 1992) to 39% (Fall 1999).

At the postsecondary level, the Board of Regents reports that although state funding has been significantly increased, there remains a shortfall of funds needed to fully fund the institutions and to implement the Master Plan for Higher Education appropriately. The State's universities continue to suffer from the years of under-funding, which prevailed during the 1980's and early 90's. Those years of inadequate resources severely damaged the system's ability to address quality education, workforce issues, and efforts to diversify and expand the State's economy. Although more funding is needed to assist the institutions as they change under the new directions of the Master Plan, the complete new system of postsecondary education will be a much more efficient and cost-effective system with improved access, better student placement, and improved retention and graduation rates. These improvements will greatly support achievement of the goals of *Louisiana: Vision 2020, Master Plan for Economic Development*.

The Master Plan for Public Postsecondary Education has been completed and implementation has begun. The new Master Plan is essentially a blue print for the future of Louisiana's public postsecondary education. It seeks to create an integrated system of postsecondary education institutions that focus on the real needs of the people of our state.

The Master Plan requires new admissions criteria for many postsecondary institutions. These admissions criteria will help students succeed by requiring appropriate academic preparation and guiding students toward a reasonable institution-student match. To further help students prepare for success, the Board of Regents funded statewide implementation of the "Educational Planning Assessment System," or EPAS. Designed and administered by the ACT college testing service, EPAS this year assessed over 100,000 eighth and tenth grade students in English, math, reading and science reasoning. The program addresses students' academic and workforce preparation, and also assists students and parents in identifying career and educational options, establishing goals related to those options and outlines the preparation needed to reach those goals.

To assist postsecondary institutions with transitions that must take place, the Board of Regents is supporting the system boards in further developing enrollment management strategies for each campus. In many ways, the successful implementation of the Master Plan will require a cultural change in postsecondary education -- moving from a mentality that says bigger is better to one that embraces improved quality through rigorous academic preparation, increased retention, and higher graduation rates as true measurements of success.

The Master Plan recognizes the tremendous ability of the postsecondary institutions to aid in the state's economic and social development. The challenge is to tap the tremendous energy and creativity that exists on our college and university campuses to succeed in this important endeavor. Additional strategies for building on these accomplishments are included as recommendations in *Action Plan 2002.*

Action Plan 2002

Action Plan 2002 is the Council's third annual action plan. It contains the Council's recommendations, strategies, and action plans for implementation during the coming year. Status reports provided by the agencies are also included to show progress made on the recommendations included in last year's plan and impediments the agencies experienced in implementing the recommendations. Many of the recommendations are long-term in nature and are not expected to be fully achieved in one year. Through agency status reports, the Council is able to efficiently monitor the progress and outcomes of its recommendations. Finally, the report includes updates of the *Louisiana: Vision 2020* benchmarks to track progress toward the first 5 year targets, which are next year -- 2003.

The Council adopted 27 recommendations this year. Twelve of the 27 recommendations are new, with 15 carried forward, either in their entirety or with modifications, from *Action Plan 2001,* thus emphasizing their importance.

One new recommendation calls for increased recognition that economic development is a primary responsibility of **every** state agency and postsecondary education institution. The Council wants to emphasize that all state agencies must consider the economic development impact of all their actions and efforts. All agencies are charged with defining their role within economic development and identifying the elements of economic development they will address (e.g., physical infrastructure, broadband capacity, research & development dollars, seed and venture capital, access to quality local healthcare, workforce trained to meet the needs of technology-intensive industry, licensed patents, etc.).

Other recommendations call for a continued emphasis on improving outcomes in education and workforce training, investments in science and technology infrastructure, investments in new programs and incentives to facilitate growth and development of the high quality jobs and industries Louisiana needs to increase wealth, and a tax system that is broad-based, fair and equitable for citizens and business to make Louisiana competitive with other states.

The Council is pleased to present its recommendations to continue its efforts to implement *Louisiana: Vision 2020.*

Guide to *Action Plan 2002*

Action Plan 2002 includes the following report and several appendices that provide data and other relevant information. The main report includes information on the Council's work since publication of *Action Plan 2001,* a short summary of the economic environment for development in Louisiana today, and the Council's recommendations for actions in the coming year.

Seven appendices follow the main report. Appendix A presents the details on each of the Council's recommendations, including strategies, action plans for implementation in the next year, objectives and benchmarks, benefits, costs, and funding sources where appropriate. The implementing agency is also identified.

Appendix B provides Status Reports on the Council's recommendations from last year. Reports include the recommendation, strategies, and action plans from last year's recommendations, and the implementing agency has submitted a description of the progress made toward each strategy, as well as strengths and weaknesses encountered during implementation.

Appendix C contains updates of the V*ision 2020* Benchmarks table and provides the most current data available in order to track progress toward the five-year, 10-year, 15-year, and 20-year goals.

Appendix D presents detailed information on benchmarks, including background information, explanations, rationale, targets, and the data source for each benchmark. Appendix E presents the Report on Council Activities and Proceedings, while the Task Force Reports are contained in Appendix F. The document concludes with information on the Louisiana Economic Development Council and its task forces in Appendix G.

Council Work For The Year

The Council's master plan for economic development, *Louisiana: Vision 2020* was approved by the legislature as HCR 165 during the 1999 Regular Session of the legislature. Since that time, two annual action plans have been published. These documents are available electronically through the Department of Economic Development's website, *www.lded.state.la.us*.

This third annual action plan, *Action Plan 2002*, is the culmination of the work of the Council for fiscal year 2001-02. As in previous annual reports, this document sets forth the Council's recommendations for implementation during the coming year, reports on the successes and shortcomings of last year's recommendations, and updates the benchmarks being used to track progress toward the five-, 10-, 15-, and 20-year targets that are intended to move the state to be a top-ten state. Accountability is a vital part of the *Vision 2020* process.

The Economic Development Council accomplishes much of its work through its 12 task forces. These task forces examine issues within their areas of responsibility, monitor benchmarks, and propose recommendations, if needed, and strategies to the Council. The appropriate implementing agency develops the action plans for each strategy. The recommendations, including appropriate objectives, benchmarks, strategies, actions plans, costs, and funding source, were presented by the task forces to the full Council for the determination of the priorities for *Action Plan 2002.* Over 100 individuals representing industry, State agencies, and organizations served on the task forces this year. The 12 task forces are:

Agribusiness
Culture, Recreation, and Tourism
Diversification
Education/Workforce Development
Environment
Finance and Capital
Infrastructure
Petroleum and Chemicals
Programs and Incentives
Science and Technology
Tax and Revenue
Transportation

As a result of legislative action in the Regular Session 2001, the Council was moved from the Department of Economic Development to the Office of the Governor.

More detailed information relating to Council meetings and activities is included in Appendix E, and Appendix F contains Task Force reports.

The Louisiana Economy: A Brief Snapshot

To become "a top ten state," Louisiana must improve its economy's capacity to generate wealth and create good jobs. Wealth is generated and a region's standard of living improves when the region's firms are competitive globally. To be competitive globally, firms must constantly innovate and move quickly to market. They must be able to compete successfully in higher value added markets. Government can affect the climate in which they do business.

Our state's challenge is to implement strategies that will facilitate the development of a higher value-added economy, thereby increasing jobs, incomes, and wealth for Louisiana residents. Many new efforts are underway in areas such as education, job training, infrastructure, health care, and economic development -- efforts that take time to show results. However, other states are doing the same. The following sections outline how Louisiana compares to the nation as a whole in a few key measures and in factors important for high tech growth.

Key Economic Indicators: Per Capita Income and Average Wages

Per capita income is a general measure of prosperity. Per capita personal income in Louisiana increased by 3.4 percent from 1999 to 2000, according to the Bureau of Economic Analysis. During the same time, per capita income for the nation as a whole increased at a much greater rate -- 5.7%.

Per capita income as percent of the U.S. per capita income provides an even better gauge of how Louisiana compares to the rest of the country. Although Louisiana was moving slowly toward the U.S. average, progress has been slowed since the mid-1990s. As shown in Table 1, in the 10 years from 1989 to 1999, per capita personal income as a percentage of the U.S. per capita personal income increased from 75 percent in 1989 to 83 percent in 1995, and has been declining since, down to 80 percent in 1999. The State remains well below the national average – and is ranked 46th among the states (down from 44th in 1999).

Table 1
Per Capita Personal Income

	1989	1990	1995	1999	2000
Louisiana Per Capita Personal Income	$13,997	$15,223	$19,541	$22,839	$23,041
Louisiana Per Capita Personal Income (as a percent of the U.S.)	75%	78%	83%	80%	78%

Source: U. S. Department of Commerce, Bureau of Economic Analysis

Average wages are another indicator of Louisiana's position compared to the rest of the country. In 1999, Louisiana's average private sector wage -- $27,397 -- was about 21 percent below the national average of $33,220. The data from 1995 to 1998 indicate that the difference in the average wage has been slowly increasing -- from about 18 percent in 1995 to 21 percent in 1999 – that is, Louisiana is not keeping pace with the nation's growth in average wages, and more significantly, the gap is widening.

What does this mean? In spite of all our efforts to improve, relative to other states, Louisiana is falling further behind.

Technology-based Employment

Statistics related to technology-based employment are available for the information technology (IT) sector, as defined by the American Electronics Association in its *Cyberstates 2001* publication (45 SICs, primarily in the computer hardware, software, and communications industries). In IT employment, Louisiana ranks 36th among the states, accounting for slightly less than one half of one percent of the nation's IT employment.

Louisiana ranked 47th among the states in 1998 in average annual IT wages ($41,363), which were about one third less than the national average of $64,863. Still, Louisiana's average IT wages were 51 percent greater than Louisiana's overall average wage per job ($27,397) – an indication of the significance of growing jobs in the IT sector.

Wages are related to workforce skills, and technology-based companies require trained and educated workers. Louisiana ranked 50th among the states in associate degrees granted as a percent of the 18-24 year old population (1997-98), 43rd in the percent of the population that has completed high school (2000), 37th in total bachelor's degrees granted as a percent of the 18-24 old population (1997-98), and 48th in the percent of the civilian work force with a recent masters degree in science or engineering (1999). However, the State ranks much higher – 11th -- in the percent of bachelor's degrees granted in science and engineering (1997-98).

These statistics indicate that the Council's emphasis on education is not only appropriate, but **required** if Louisiana is to improve its economy's capacity to generate wealth.

What's Driving Louisiana's Economy Today?

Table 2 illustrates that manufacturing, retail trade, health care and social assistance, and accommodation and food services account for 50 percent of employment, but only for 42 percent of annual pay. Of these key employment sectors, only manufacturing contributes a greater percentage of annual pay (15%) than percentage of employees (10%), indicating that manufacturing wages are relatively higher than wages in other sectors. Annual pay in the retail trade and accommodation and food services sectors is dramatically less than employment, together accounting for 25 percent of employees and only 13 percent of annual wages. These numbers are in line with national data that show relatively higher wages for manufacturing and lower wages for the services and retail sectors.

Table 2
Employment and Earnings by Sector, 1999

Industry	Employees (Percent of Total)	Annual Pay (Percent of Total)
Agriculture, Forestry, Fisheries	**<1%**	**<1%**
Mining	**3%**	**5%**
Construction	**8%**	**9%**
Manufacturing	**10%**	**15%**
Transportation & Warehousing	**4%**	**5%**
Wholesale Trade	**5%**	**6%**
Retail Trade	**15%**	**9%**
Finance, Insurance, & Real Estate	**4%**	**6%**
Information	**2%**	**2%**
Professional, Scientific, & Technical Services	**5%**	**6%**
Educational Services	**2%**	**2%**
Health Care & Social Assistance	**15%**	**14%**
Accomodation & Food Services	**10%**	**4%**

Source: U.S. Department of Commerce, Bureau of the Census, County Business Patterns, 1999 Data

The Environment for Development

A number of groups, both private and public, have been studying the U.S. economy, changes taking place in the last few years, and factors that appear to be key to successful growth and development.

Important Factors for a Technology-Based Economy

The U.S. Department of Commerce, Office of Technology Policy, has recently published the second edition of a report designed to present current information about states' science and technology infrastructure. Research has shown that "certain enabling conditions" are important to technology-based economic development.

The Dynamics of Technology-Based Economic Development: State Science & Technology Indicators, Second Edition, October 2001, was prepared in response to requests by government policy-makers for information on critical elements in state and regional technology infrastructure and to show how states are doing in these important areas. The report presents data on 37 key indicators in 5 key areas – three related to infrastructure (funding in-flows, human resources, and capital investment & business assistance) and two related to outcomes (technology-intensity of the business base and outcome measures). As shown in Table 3, these metrics indicate that Louisiana has a long way to go in many categories considered important to technology-based economic development.

Table 3
Factors Important for Technology-Based Economic Development

Category	Louisiana's Rank
Funding in-flows:	
Total performed R&D expenditures per $1,000 GSP (1999)	48
University-performed R&D expenditures per $1,000 GSP (1999)	23
SBIR awards	
Per 10,000 businesses	49
Average annual dollars per $1,000 GSP (1998-2000)	50
Human resources:	
Associate's degrees granted (as a % of the 18-24 year old population, 1997-98)	50
Science test scores (NAEP - 1996)	40
High school completion (2000)	43
Bachelor's degrees granted (1997-98)	37
Percent of bachelor's degrees in science & engineering	11
Capital investment & business assistance:	
Amount of venture capital funds invested per $1,000 of GSP (2000)	37
Number of business incubators per 10,000 business establishments (2001)	9
Average amount of SBIC funds dispersed per $1,000 of GSP (1998- 2000)	10
Technology intensity of the business base:	
Percent of employment in technology-intensive SIC codes (1998 – 5.9%)	40
Percent of payroll in technology-intensive SIC codes (1998)	34
Net tech intensive business formations (1998)	23
Outcome measures:	
Average annual pay per worker (1999)	35
Percent of population above poverty (1999)	49
Percent of the civilian work force employed (2000)	49

Source: *The Dynamics of Technology-Based Economic Development, State Science & Technology Indicators*, U.S. Department of Commerce, Office of Technology Policy, Second Edition, October 2001. Available at www.ta.doc.gov/reports.htm.

Another study released at about the same time (November 2001) by the Milken Institute ranks states based on 12 criteria it "has determined are critical to a region's future high-tech growth." As in the OTA report, each state's rank is shown in the measured criteria. However, the Milken report also creates an index, combining rankings on the 12 criteria to be able to rank states as to how well positioned they are to do well in today's economy. The 12 criteria include measures of education of the population, the amount of research and development ongoing in the state, resources available (e.g., venture capital), and entrepreneurial activities (e.g., patents issued, business starts, IPOs). Louisiana's rankings for these criteria are shown in Table 4.

Table 4
Criteria Critical to a Region's High Tech Growth

Criteria Critical To A Region's High Tech Growth	**Louisiana's Rank**
Educational Attainment (2000):	
Percent of the Population 25+ With a BA or Greater	41
Percent of the Population 25+ with an Advanced Degree	33
Doctoral Scientists & Engineers, 1999	26
Exports as a Percent of GSP, 2000	33
Federal R&D $ Per Capita, 1999	44
Industry R&D $ Per Capita, 1998	47
Academic R&D $ Per Capita, 1999	33
SBIR Awards per 100,000 people, 1990-1999	44
Number of Patents Issues per 100,000 People, 1999	40
Business Starts Per 100,000 People, 1999	39
Venture Capital Investment as a Percent of Gross State Product, 2000	36
IPO Proceeds as a Percent of Gross State Product, 1998-2000	32
Total Rank, 2000	**39**

Source: Milken Institute, *2001 New Economy Index*.

The Milken study also reaffirms the notion that technology and innovation are critical for success in today's economy.

> "*The Institute's research shows that technology and knowledge-driven innovation are critical to wealth creation in the New Economy. Countries, states, and metropolitan areas that are able to create clusters of*

> *high-tech industries will have greater economic growth than other areas. The Index measures the New Economy's critical attributes, which are based on innovation, knowledge, and the ability to convert ideas into viable products and services,"*

according to Ross DeVol, creator of the index and Director of Regional and Demographic Studies for the Milken Institue.

The Milken report shows that Louisiana ranks in the bottom third for most of the parameters it measures; however, Louisiana is cited as one of the "most improved" states, moving from 45th to 39th in the overall ranking. Although still in the bottom third of the states, the efforts to move the state ahead appear to be showing some results.

Government's Role

A state's role is to implement strategies that will build a higher value-added economy, thereby increasing incomes and wealth. These strategies revolve around creating the infrastructure firms need to increase their capacity to innovate and move quickly to market.

In the past, much of the work in economic development has focused on investing in infrastructure. The emphasis on infrastructure remains today, except the infrastructure and key inputs needed have expanded. Today they include a focus on cost-effective access to broadband communications throughout the state, a trained workforce for technology-intensive industries, access to quality local healthcare, increasing research and development by academia and the private sector, improving the availability of venture and seed capital, facilitating entrepreneurship, and making it easy for companies to access the know-how and knowledge and technologies developed in our universities by establishing policies and mechanisms that encourage mutually beneficial collaborations between companies and universities.

The newly reorganized Department of Economic Development is working to improve the state's capacity in many of these areas, but it cannot and should not be considered the only agency responsible for economic development. Moving Louisiana ahead requires efforts of all Louisianians, all state agencies, and all postsecondary education institutions.

Council Recommendations

The Council adopted 27 recommendations this year. Twelve of the 27 recommendations are new, with 15 carried forward from *Action Plan 2001* either in their entirety or with modifications. The *Action Plan 2002* recommendations focus on nine areas: agribusiness; culture, recreation, and tourism; diversification; education and workforce training; the environment; infrastructure; programs and incentives; science and technology; and taxation and revenue.

The Council's first recommendation is a general recommendation. It calls for increased recognition that economic development is a primary responsibility of **every** state agency and postsecondary education institution. This recommendation came out of concern that it appears that the economic development implications of specific actions are often not considered. The Council wants to emphasize that **all** state agencies must consider the economic development impact of all their actions and efforts, and agencies are requested to define their role in economic development.

Sixteen of the recommendations come from two task forces – the Education & Workforce and Science & Technology task forces. Eight of the recommendations are in the area of education and workforce training. The Council considers strengthening the State's educational system as the fundamental issue. The capacity of Louisiana's workforce and businesses to compete effectively in a global economy depends to a great extent on the knowledge and skills obtained by students in our educational and training institutions. Education is a primary function of government, and the State should use its resources and accountability measures in every way possible to improve the academic performance of Louisiana students at all levels.

Eight recommendations originated from the Science & Technology Task Force. These recommendations emphasize increased investment in science and technology infrastructure, investigation of options for improving the availability of seed capital, and investigating ways to facilitate university technology transfer. One recommendation calls for the creation of a new legislative subcommittee that will focus on science and technology issues.

Other recommendations call for investments in new programs and incentives to facilitate growth and development of the high quality jobs and industries Louisiana needs to increase wealth and the creation of a tax system that is broad-based, fair and equitable for citizens and businesses -- to make Louisiana competitive with other states.

The Council is including one agribusiness recommendation in this year's report – related to support for the LSU Agricultural Center's Forest Products Laboratory. However, the Council emphasized its support for the Louisiana Aquaculture Plan, prepared by the Aquaculture Task Force (September 2000), as an important plan for economic development though aquaculture agribusiness development.

Other recommendations address aspects of the environment, including coastal preservation and the Atchafalaya Basin initiative; diversification; and culture, recreation, & tourism.

The Recommendations

The Council's *Action Plan 2002* recommendations are presented on the following pages. Detailed information on each of these recommendations, including the applicable goal(s), objectives, benchmarks, strategies, action plans, benefits, costs, funding source, and implementing agency(s) are included in Appendix A. If there are no applicable *Vision 2020* benchmarks, new benchmarks have been proposed. Although the new benchmarks have not been formally adopted, the Council may elect to add these benchmarks to those it monitors on an annual basis.

Action Plan 2002 Recommendations

Economic Development

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development

Agribusiness

Provide additional support for the LSU Agricultural Center Forest Products Laboratory and the value-added wood products industry development

Culture, Recreation, & Tourism

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

Diversification

Focus State efforts on the development and growth of the targeted technology seed clusters in order to diversify the State's economy

Education & Workforce Training

Coordination of Training

Refine and coordinate existing strategic plans for universities, community and technical colleges, and secondary schools to focus on education, training, or qualification for employment in the knowledge-based economy.

Education & Workforce Training
K-12 Funding

Continue to focus spending on achieving academic excellence, including increasing K-12 teacher salaries and promoting practitioner programs and alternative certification programs to maintain quality certified teachers and to make education a career of choice for Louisianians, so as to improve the educational performance of Louisiana students

Education & Workforce Training
K-12 Accountability

Maintain and strengthen the K-12 school and student accountability program to improve the educational performance of Louisiana students. Develop and strengthen accountability programs to improve the education performance of Louisiana's pre-kindergarten and post-secondary students

Education & Workforce Training
Pre-Kindergarten

Increase funding and strengthen programs for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies.

Education & Workforce Training
Postsecondary

Energize postsecondary education funding for excellence in the classrooms and research leadership and increase higher education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement

Education & Workforce Training
Long-Term Funding

Continue to evaluate how education is funded in Louisiana.

Education & Workforce Training
Technology

Develop a long-term master plan for using technology to deliver education in new ways in order to better utilize limited financial resources and better prepare Louisiana's students to thrive in today's knowledge economy.

Education & Workforce Training
Workforce Training

Increase the proportion of Louisiana citizens who have access to – and incentives the encourage them to seek – education, training, and retraining throughout their work lives, including basic skills an/or technical skills upgrade.

Environment
Cluster Development

Support and encourage implementation of new activities and enhance existing activities that promote development of the State's environmental technology cluster

Environment
Environmental Technology

Support the development of programs to encourage companies and consumers to implement technology that reduces energy consumption and promotes recycling, leading to reduced emissions and waste.

Environmental
Atchafalaya Basin

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors

Environmental
Coastal Preservation

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for ourselves, our nation, and future generations

Infrastructure
Multimodal Transportation System

Develop an effective multimodal transportation system that will accelerate economic development.

Programs & Incentives

Invest in economic development in Louisiana by adopting and continually reassessing a comprehensive package of incentives that includes continuation of appropriate existing incentives, revisions of some existing incentives, and the addition of new incentives for development of Louisiana's clusters in order for Louisiana to remain competitive with other states.

Science & Technology
Technology Authority

Establish a dedicated, focused authority or agency that will coordinate and advance the technology economic development strategies contained in V*ision 2020*

Science & Technology
Statewide Wet Lab Incubator Infrastructure

Develop three wet-lab technology business incubators in the northern, middle and southern part of the State in order to establish the necessary physical infrastructure that will support emerging wet lab dependent companies in the biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana

Science & Technology
S&T Legislative Committee

Support efforts within the Legislature to establish a Science & Technology Committee or Subcommittee that will serve as a focal point for technology information, policy development, and technology industry issues.

Science & Technology
Seed Capital

Devise innovative programs that target the majority of equity investment dollars to seed funding of early stage and start-up technology businesses

Science & Technology
University Intellectual Property

Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing. Specifically, establish an Internet Web site listing all university-based technology available for licensing, with links to sponsoring host institutions.

Science & Technology
University Intellectual Property

Evaluate Louisiana's university technology transfer policies and practices and benchmark them against national best practices, with recommendations on how to improve outcomes

Science & Technology
Biosciences & IT Funding

Support efforts to increase targeted research and development funding toward biosciences and information technology.

Science & Technology
Infrastructure
Statewide Information Technology Backbone

Evaluate the State's new fiber optic assets and other emerging information technologies and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, and the business community in urban and rural areas

Tax and Revenue

Encourage job growth and economic development by providing a Louisiana tax system that is broad-based, fair and equitable for citizens and business

ACCOUNTABILITY

Act 30, first extraordinary session of 1996, requires benchmark targets at five- year intervals, as well as annual updates of the benchmark data. The Council and the appropriate State agencies and offices are thereby required to monitor progress on an ongoing basis.

The Economic Development Council has established a process to provide for ongoing monitoring of the annual action plan recommendations and the *Vision 2020* benchmarks during the implementation phase for *Louisiana: Vision 2020.*

Status Reports

Status Reports to track the progress that is made on the recommendations, strategies and action plans in the previous year's Action Plan are included in Appendix B. Implementing agencies prepare these reports, which describe the progress made and obstacles that were encountered by the appropriate agency in implementing each recommended strategy during the previous year. By this method, the Council has access to immediate feedback regarding progress and initiatives that may need to be undertaken to achieve *Vision 2020* goals and objectives.

Benchmarks

Vision 2020 benchmarks are updated annually and monitored by the Council, working with its task forces and the agency liaisons.

Updated benchmark data is critical to the Council's ability to monitor trends in a timely and efficient manner. Updates of the *Vision 2020* Benchmarks table are contained in Appendix C. Appendix D presents more detailed information on benchmarks.

Appendix A

Action Plan 2002

Recommendations

Category: Economic Development

Action Plan 2002 Recommendation:

Vest all state agencies and public postsecondary education boards and institutions with responsibility for economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
One – A Learning Enterprise
Three – A Top Ten State

Vision 2020 Objectives:

2.6: To increase the formation, growth, and survival rates of technology-based companies
1.1: To involve every citizen in the process of lifelong learning
3.1: To increase personal income and the number and quality of jobs in each region of the state

Benchmark(s):

Benchmark	Base	Update	2003	2018
This recommendation affects **all** of the *Louisiana: Vision 2020* benchmarks.				

Strategies:

Program

Strategy 1: Infuse the concept that economic development is a responsibility of every state agency and postsecondary academic board and institution

Action Plan:
1. Ask every state agency to include economic development as a part of its mission statement by January 2003
2. Ask every postsecondary education board to include economic development as a part of its mission statement by January 2003
3. Ask every postsecondary education institution to include economic development as a part of its mission statement by January 2003

Strategy 2: Charge every state agency and postsecondary academic board and institution with defining their role within economic development.

Action Plan:

1. Require every state agency and postsecondary board and institution to define in writing their role within economic development by November 2002.
2. Require every state agency and postsecondary board and institution to identify the elements of economic development they will address (e.g., education that meets the needs of technology-intensive industry, physical infrastructure, broadband capacity, research & development dollars, seed and venture capital, access to quality local healthcare, workforce trained to meet the needs of technology-intensive industry, licensed patents, etc.) by November 2002.
3. Require every state agency and postsecondary board and institution to identify interagency/inter-institution collaborative projects to further economic development efforts by November 2002.

Benefits:

- Emphasizes to all agencies that their actions affect economic development and economic well-being in the state
- Emphasizes to all postsecondary education institutions understand that they have a direct impact on economic development through education, training, research, technology development, and technology transfer
- Improves competitiveness of Louisiana businesses

Cost: No additional funds needed at this time

Funding Source: NA

Implementing Agency(s): **All agencies, all postsecondary education boards and institutions**

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
All benchmarks affected. Selected benchmarks that will be impacted include:		
2	2.9	2.9.2: State bond rating
2	2.6	2.6.3: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: See appendices C and D for further details on benchmarks

Category: Agribusiness

Action Plan 2002 Recommendation:

Provide Additional Support for LSU Agricultural Center Forest Products Laboratory and the Value-Added Wood Products Industry Development.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.2: To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries through agribusiness

2.11: To increase university and private sector research and development particularly in the targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.2.2: Value added (in billions)	$4.4 (1996)	$4.1 (2000)	$6.6	$16.6
2.2.3: Total number of agribusiness firms	14,817 (1994)	6,504 (1999)	16,941	21,181
2.11.2: Research and development expenditures in the non-formula area of agriculture	$66.7 (1999)	$66.7 (1999)	$76.0	$122.8

*Most recent data available

Strategies:

Program

Strategy 1: Review the 1991 House Concurrent Resolution concerning the Forestry Products Laboratory at the LSU Agricultural Center and the 1992 budget appropriation for the Laboratory at the LSU Agricultural Center, School of Forestry, and that portion of these funds transferred to Louisiana Tech.

Action Plan:

1. Review the initial appropriation made in 1992.
2. Determine the impact of the budget reduction later that same year, thereby reducing the funds for the laboratory
3. Determine the current level of funding, both appropriated and grant funds
4. Compare this funding with similar forestry product laboratories at Mississippi State University and North Carolina State University

Strategy 2. Consult with the LSU Agricultural Center and its governing and management boards (LSU Board of Supervisors and the Louisiana Board of Regents)

Action Plan:
1. Determine the FY 2002 budget for the Forestry Products laboratory
2. Prepare adjusted budget, stating how the $1.1 million in recurring funds would be utilized, including a transfer of 15 percent to Louisiana Tech for cooperative work.

Strategy 3: Submit the $1.1 million amendment to the House Appropriations Committee and the Senate Finance Committee as a recommendation of Vision 2020.

Action Plan:
1. Ask that this be included as an Administration amendment

Benefits:
- Increased opportunities for development of forestry resources
- Produces high value products to enhance Louisiana economy
- Increases export of value added products from Louisiana
- Increases employment opportunities

Cost: $1.1 million annually (recurring)

Implementing Agency: LSU Agricultural Center

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.2	2.2.1: Gross farm, forestry and fishery income (in billions)
2	2.2	2.2.4: Total employment in agribusiness firms
2	2.2	2.2.5: Total value of agricultural exports (in millions)
2	2.6	2.6.1: Research and development expenditures per capita
2	2.6	2.6.2: Number of startups formed based on technologies developed at Louisiana universities
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.7	2.7.1: Number of Louisiana firms in targeted diverse industries
2	2.10	To provide effective mechanisms for industry access to university-based technologies and expertise
2	2.11	2.11.1: Research & development expenditures by doctoral granting institutions (in millions)
2	2.11	2.11.2: Research & development expenditures in the non-formula area of agriculture
3	3.1	3.1.1: Per capita income

Category: Culture, Recreation, and Tourism

Action Plan 2001 Recommendation:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry.

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):
1.8: To improve the efficiency and accountability of governmental agencies
2.1: To build upon the successes of Louisiana's existing economic strengths

Benchmark(s):

Benchmark	Base	Update*	2003	2018
To be determined		**To be set**		

*Most recent data available

Strategies:

Program

Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives, particularly focusing on international market opportunities by June 30, 2001

Action Plan:
1. Coordinate with State agencies to develop an inventory of international initiatives
2. Evaluate effectiveness of international endeavors
3. Work with Louisiana Database Commission to establish a methodology of disseminating information on joint initiatives

Strategy 2: Employ the Internet to link State economic development and tourism websites to capitalize on the popularity of Louisiana's tourism and convention business to attract and retain industry, retirees, and employees to the State

Action Plan:
1. Meet with State technology groups to discuss a standard format for presenting economic development and tourism websites to government, business, and the general public

2. Coordinate website development efforts between departments to reduce duplication of efforts
3. Develop a means to evaluate the experience of web visitors, with the goal of increasing repeat visitors

Benefits:

- Maximizes State resources, particularly in international marketing efforts
- Reduces redundancy of State agencies
- Incorporates the expanded use of technology in agencies and other entities
- Provides opportunities to enhance economic development efforts by capitalizing on a thriving tourism and convention business
- Provides opportunities to enhance the tourism and convention industry by capitalizing on economic development activities by other agencies and entities
- Increases the number of retirees in the State
- Focuses on cultural amenities and quality of life issues that are important in attracting business firms to locate and expand in Louisiana, particularly technology companies
- Increases the number of technology businesses in Louisiana
- Increases incomes in Louisiana

Cost: TBD

Implementing Agencies: Office of Culture, Recreation, & Tourism, in cooperation with Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark*
2	2.6	2.6.3: Business vitality rank (nationally)
2	2.7	2.7.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (national)
3	3.6	3.6.1: Number of visitors to Louisiana
3	3.6	3.6.2: Visitor Spending

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks.

Category: Diversification

Action Plan 2002 Recommendation:

Focus State efforts on the development and growth of the targeted technology seed clusters in order to diversify the State's economy.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.7.1: Number of firms in targeted diverse industries.		***To be set***		

*Most recent data available

Strategies:

Program

Strategy 1. Identify components of the clusters and begin the process of building relationships within the clusters

Action Plan:
1. Continue cluster training for cluster and service professionals
2. Continue strategic planning for each cluster
3. Identify components of the cluster
4. Identify regulatory, process, and legislative impediments to efficient operation of seed cluster companies and develop options to solve
5. Begin to get groups of cluster components together and develop buy-in on the purpose of the cluster and the vision and mission.
6. Facilitate collaborative activities among the cluster components
7. Utilize the services of DED service professionals to look for grant opportunities, gather information, and solve technology transfer problems
8. Study the programs & incentives needs of each cluster and make sure that Louisiana is competitive in attracting these clusters beginning in 2002-03

Benefits:

- Diversifies the State's industrial base
- Promotes growth of targeted technology sectors in Louisiana
- Increases the State's capacity to attract and recruit technology businesses

Cost: In DED budget

Implementing Agency: Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark*
1	1.6	1.6.3: Percentage of Louisiana residents who have graduated from a four-year college or university
1	1.6	1.6.4: Percentage of residents who have graduated from a two-year technical or community college
2	2.6	2.6.1: Research and development expenditures per capita (percent of national average)
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.10	2.10.1: Annual licensing revenues received by all universities (in millions)
2	2.11	2.11.1: Research and development expenditures by doctoral granting institutions (in millions)
2	2.12	2.12.1: Science and engineering bachelors' degrees
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2 Unemployment rate, by region

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Education & Workforce Training
Coordination of Training

Action Plan 2002 Recommendation:

Refine and coordinate existing strategic plans for universities, community and technical colleges, and secondary schools to focus on education, training and/or qualification for employment in the knowledge-based economy.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:
1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
2.14: To produce more flexible, adaptable, and innovative technicians for industry

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Number of certified, trained university graduates in targeted areas		**To be set**		
Number of certified, trained community & technical college graduates in targeted areas		**To be set**		
Number of high school graduates with certifications in targeted areas		**To be set**		

***Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future
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Strategies for Postsecondary Education

Program

Strategy 1: Determine the most effective and efficient use of existing resources

Action Plan:
1. Continue implementation and promotion of the Master Plan for Postsecondary Education
2. Continue coordination with the Workforce Commission and the state-wide, industry-based certification and credentialing workgroup on developing an

inventory of nationally recognized, industry-specific certifications that are particularly important to the current and long term economic growth of our State

Strategies for Secondary Schools

Program

Strategy 1: Implement the coordinated plan for the secondary schools adopted in January 2001

Action Plan:
1. Continue to work collaboratively with the Community & Technical College Board to continue the work initiated in 2000
2. The Career and Technical Education unit will focus on implementing the Career academies and industry-based certification throughout the State. (This is currently being addressed by the Secondary School Redesign Commission, High School Accountability and the Career Options Law.)

Strategy 2: Implement available job certification programs in the secondary schools

Action Plan:
1. Continue to work collaboratively with the Workforce Commission, Board of Regents, and LCTCS to adopt curriculum that is industry-recognized and provides a framework for articulated credit from secondary to postsecondary institutions.
2. Continue to work on efforts to further implement IT programs in secondary schools throughout the State.
3. Continue to work collaboratively with other state agencies and business and industry partners to provide intensive training that will enable secondary teachers to implement job certification programs in the secondary schools.

Status: Two statewide articulation agreements have been signed and additional agreements are being negotiated. Intensive statewide training institutes for Industry Based Certifications, counseling, and Pre-GED instruction are conducted each summer. Additional inservice activities are conducted in the fall and spring. The training based on industry-based certification is conducted in collaboration with business and industry partners.

Benefits:
- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for graduates

Cost: No additional funding needed at this time

Implementing Agencies: Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and the Louisiana Workforce Commission

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.3	1.3.2: Average Louisiana per pupil spending
1	1.6	1.6.4: Percentage of residents with degrees from a 2-year community/technical college
1	1.7	To have a business community dedicated to the ongoing education of its employees
2	2.1	To build on existing economic strengths- existing industries
2	2.4	To develop & implement a strategic plan for improvement of LA's IT infrastructure
2	2.6	To increase the formation, growth, and survival rates of technology-driven companies
2	2.7	To diversify Louisiana's economy through strategic investments in targeted technology areas
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.2.3: Poverty rate ranking (among the 50 states)
3	3.2	3.3.4: Poverty rate, by region

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Education & Workforce Training
K-12 Funding

Action Plan 2002 Recommendation:

Continue to focus spending on achieving academic excellence, including increasing K-12 teacher salaries and promoting practitioner programs and alternative certification programs to maintain quality certified teachers and to make education a career of choice for Louisianians, so as to improve the educational performance of Louisiana students.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.3: To increase the amount of funding available to adequately support Louisiana's educational system

Benchmarks:

Benchmark	Base	Update*	2003	2018
1.3.1:Average K-12 teacher salary (national rank)	47 (1997)	44 (1998-99)	40	20
Number of K-12 certified teachers	47,030 (2000-01)	47,030 (2000-01)	50,000	55,000
1.2.8: Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 (GEE21) State criterion-referenced tests in:				
Math	2001	51%	80%	100%
English/language arts	2001	56%	80%	100%
Science	2001	Not Tested	80%	100%
Social Studies	2001	Not Tested	80%	100%

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

Strategies:

Budgetary

Strategy 1: Implement a continuous plan to increase the percentage of 3rd graders each year reading at the 3rd grade level or above, as measured by the fall Development Reading Assessment (DRA)

Action Plan: Continue to fund and implement the K-3 Reading & Math Program.

1. Track the reading performance of a selected sample of children participating in this program through middle school to determine long range program benefit, as it

relates to academic performance
2. Redirect state and federal funding to schools in greatest need and continue to improve reading scores of students scoring below grade level, targeting improvement in reading and math scores.
3. Continue to work with schools and districts to increase reliability and validity or data gathered through the DRA.
4. Continue to provide professional development opportunities to teachers and administrators on research-based reading and language arts programs.

Strategy 2: Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries

Action Plan:
1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average
2. Implement a revised and reasonable State teacher salary schedule
3. Convene a study commission to determine additional or alternative ways funds/benefits can be used to increase K-12 teacher salaries towards the national rank target.

Program

Strategy 1: Implement priority planning to insure instruction targets the core courses in reading, math, science, and social studies in order that schools and districts may reach the state's 10-and 20-year school performance goals.

Action Plan:
1. Focus on reading results in grades K-3 until performance is acceptable, then focus on additional priority subject areas and grade levels
2. Continue to work with local schools and districts in implementing a school improvement process that directs planning toward improving student learning.
3. Develop and implement comprehensive monitoring instrument that focuses on compliance and performance of schools to analyze the effective use of current and new resources
4. Continue to offer professional development opportunities for teachers and administrators in core subject matter, teaching strategies, and assessment techniques.

Strategy 4: Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005

Action Plan:
1. Provide information as requested to those involved in developing a plan for merit pay raises

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expanded resources for students
- Increased opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- School system more attractive to parents, business, and industry
- Progress in overall quality of education
- Attracts and retains most qualified teachers
- Rewards performance based on merit
- Provides accountability measure

Cost: TBD

Funding Source: State General Fund and local LEA funding

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1 - Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.3 - Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4 - Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5 - Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6 - Percentage of 8th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.7 - Percentage of 9th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.9 - Louisiana's average ACT score
1	1.4	1.4.1 - Adults reading above the 8th grade level
1	1.6	1.6.1 - Residents, ages 18-25, with high school degree or GED
1	1.6	1.6.2 - Residents, over age 25, with high school degree or GED
1	1.6	1.6.3 - Residents who have graduated from a 4-year college or university
1	1.6	1.6.4 - Residents who have graduated from a 2-year community or technical college
3	3.1	3.1.1 - Per capita income
3	3.1	3.1.3 - Average annual pay ranking
3	3.2	3.2.1 - Unemployment rate ranking
3	3.2	3.2.2 - Unemployment rate by region
3	3.2	3.2.3 - Poverty rate ranking
3	3.2	3.2.4 - Poverty rate by region
3	3.3	3.3.1 - Index crime rates
3	3.7	3.7.4 - Children in poverty

Research Notes: The Council is aware that there are mixed research results with regard to the effect of increased per pupil spending on student performance. Major factors with regard to school performance are often result of the principal and parent involvement in schools. The national research in this area needs to be reviewed. Motivational strategies may need to be developed to work with principals and teachers based on research results.

Category: Education & Workforce Training
K-12 Accountability

Action Plan 2002 Recommendation:

Maintain and strengthen the K-12 school and student accountability program to improve the educational performance of Louisiana students. Develop and strengthen accountability programs to improve the educational performance of Louisiana's pre-kindergarten and postsecondary students.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

Benchmarks:

Benchmark	Base	Update*	2003	2018
Number of K-12 certified teachers	47,030 (2000-01)	47,030 (2000-01)	50,000	55,000
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system	2001	69.4%	77%	100%

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them it the future

Strategies:

Legislative

Strategy 1: Louisiana Economic Development Council addresses the Louisiana Legislature in support of the accountability program and participates in a grass roots campaign to build public support for accountability.

Program

Strategy 1: Continue a statewide effort to inform Louisiana citizens of the expectations and benefits of the accountability program

Action Plan:

1. Public Information. Continue to prepare and disseminate public information on education reforms, programs and accomplishments through press releases, press conferences, editorial board meetings, radio and television public service announcements, brochures, booklets, newsletters, videos, speeches and presentations.
2. Prepare and present presentations on school accountability and the state assessment system to representatives of education organizations statewide
3. Forums and Conferences: Prepare accountability/assessment overviews and present at state level conferences focused on schools, businesses, and communities
4. Options Program information: Prepare a video for students about the new Options program, which was designed to help students move from school-to-work. Continue to disseminate information, including a specially-designed video and pamphlet on the Options program to the business community.
5. On-line and toll-free information and customer service. Continue to update and expand information available through the Department's website (www.louisianaschools.net) and toll-free Helpline (877-453-2721)
6. Provide electronic access to the public of school and district-level data which form the basis of school and district performance scores.
7.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- Makes school system more attractive to parents, business, and industry
- Improves overall quality of education
- Attracts and retains most qualified teachers
- Rewards performance based on merit
- Provides accountability measure

Cost: TBD

Funding Source: State General Fund

Implementing Agency (Office): Louisiana Economic Development Council

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.3 - Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4 - Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5 - Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6 - Percentage of 8th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.7 - Percentage of 9th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.9 - Louisiana's average ACT score
1	1.4	1.4.1 - Adults reading above the 8th grade level
1	1.6	1.6.1 - Residents, ages 18-25, with high school degree or GED
1	1.6	1.6.2 - Residents, over age 25, with high school degree or GED
1	1.6	1.6.3 - Residents who have graduated from a 4-year college or university
1	1.6	1.6.4 - Residents who have graduated from a 2-year community or technical college
3	3.1	3.1.1 - Per capita income
3	3.1	3.1.3 - Average annual pay ranking
3	3.2	3.2.1 - Unemployment rate ranking
3	3.2	3.2.2 - Unemployment rate by region
3	3.2	3.2.3 - Poverty rate ranking
3	3.2	3.2.4 - Poverty rate by region
3	3.3	3.3.1 - Index crime rates
3	3.7	3.7.4 - Children in poverty

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for details on benchmarks.

Category: Education & Workforce Training
Pre-Kindergarten

Action Plan 2002 Recommendation:

Increase funding and strengthen programs for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.2: To raise levels of language & computational competencies by high school graduation

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Percentage of students entering kindergarten scoring in the upper half of the percentile range as indicated by the State approved kindergarten screening instruments	Est 35% (1997)	Est 35% (1997)	45%	95%
Percent of at-risk preschool (4 year old) children being served by DOE preschool programs	4% (2001)	4% (2001)	50%	95%

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future.

Strategies:

Budgetary

Strategy 1: Continue to implement high quality pre-school programs targeting high-risk four-year old children throughout the state.

Action Plan:
1. Continue to seek state, federal, and interagency funds in order to provide a 100% universally acceptable four-year old preschool education program within all parishes.

2. Continue to provide professional development opportunities for teachers, administrators, and other caregivers on creating developmentally appropriate environments for preschool youngsters.

Strategy 2: Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries

Action Plan:

1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average
2. Implement a revised and reasonable State teacher salary schedule
3. Convene a study commission to determine additional or alternative ways funds/ benefits can be used to increase K-12 teacher salaries towards the national rank target

Program

Strategy 1: Implement priority planning to insure instruction targets reading, math, science, & computer programs

Action Plan:

1. Focus on reading results in grades K-3 until performance is acceptable, then implement alternative priority subject programs
2. Develop and implement a State school improvement process that directs planning toward improved student learning
3. Develop and implement comprehensive monitoring instrument that focuses on compliance and performance of schools to analyze the effective use of current and new resources

Strategy 2: Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005

Action Plan:

1. Provide information as requested to those involved in developing a plan for merit pay raises

Benefits:

- Produces workforce capable of competing in the New Economy
- Children are better prepared for kindergarten
- Children are better able to perform at or above grade level
- Lowers dropout rate

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 2nd graders reading at 2nd grade level
1	1.2	1.2.3: Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4: Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5: Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6: Percentage of 8th graders with composite scores at/above "basic" on LEAP 21
1	1.2	1.2.7: Percentage of 9th graders with composites scores at/above national average on Iowa Tests
1	1.2	1.2.8: Percentage of high school students scoring at/above "basic" on LEAP 21
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Unemployment rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.3: Poverty rate ranking
3	3.2	3.2.4: Poverty rate (by region)
3	3.3	3.3.1: Index crime rate

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Education & Workforce Training
Postsecondary

Action Plan 2002 Recommendation:

Energize postsecondary education funding for excellence in the classrooms and research leadership and increase postsecondary education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.3: To increase funding available to adequately support Louisiana's educational system

Benchmark(s):

Benchmark	Base	Update*	2003	2018
1.3.1: Average Louisiana teacher salary for higher education (% of national average)	82% (1997-98)	81% (1998-99)	89%	110%
1.3.2: Average Louisiana per pupil spending for higher education (national rank)	47 (1994-95)	47 (1994-95)	40	20

*Most recent data available

Note: Higher Education is defined as all postsecondary education, including education at community and technical colleges, colleges, and universities

Strategies:

Budgetary

Strategy 1: Continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for pupil spending for higher education

Action Plan:
1. Continue to implement and promote the Master Plan for Postsecondary Education
2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

Strategy 2: Continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for average teacher salary for higher education (percent of national)

Action Plan:

1. Implement and promote the Master Plan for Postsecondary Education
2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- Increases ability to attract & retain the most qualified teachers
- Leads to attraction of high caliber students who may remain in Louisiana
- Leads to increased research dollars
- Increased research funding leads to increased technology development

Cost: TOTAL $220 Million

	1999-2000	*2000-2001*	*2001-2002*	*2002-2003*	*2003-2004*
Fac./Prof. Salaries (In Millions)	20	90	50	30	30

Funding Source: State

Implementing Agency: Board of Regents and Management Boards

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.6	1.6.3: Residents who have graduated from a 4-year college or university
1	1.6	1.6.4: Residents who have graduated from a 2-year community or technical college
2	2.6	2.6.1: Research and development expenditures
2	2.6	2.6.2: Startups based on technologies developed at Louisiana universities
2	2.6	2.6.3: Business vitality rank
2	2.11	2.11.1: Research & development expenditures by doctoral granting institutions
2	2.11	2.11.2: Research & development expenditures in agriculture
2	2.12	2.12.1: Science & engineering bachelors' degrees awarded
2	2.13	To attract and retain distinguished researchers
2	2.14	To produce more flexible, adaptable, and innovative technicians for industry
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks

Research Notes: Regarding Benchmark 1.3.1, for the past five years, the Southern Region Education Board (SREB) states have increased their support to higher education by 5% annually. Based on this research, it is the opinion of the Board of Regents that in order for Louisiana to reach the SREB average* for Faculty and Professional salaries, we needed to allocate $220 million dollars to Faculty and Professional Salaries over the next 5 years.

The Board of Regents acknowledges that even though the increase in funding in this area will raise faculty and professional salaries to the SREB average, we are unable to determine what our State's status will be on a national average.

The Council does not believe that a high level of per pupil spending automatically creates high student achievement, but is concerned that higher education continues as a State priority. The extent to which education is a priority can be in part measured by investment in education by all levels of government.

Category: Education & Workforce Training
Long-Term Funding

Action Plan 2002 Recommendation:

Continue to evaluate how education is funded in Louisiana.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:
1.3: To increase the amount of funding available to adequately support Louisiana's educational system

Benchmarks:

Benchmark	Base	Update*	2003	2018
1.3.1: Average K-12 teacher salary	1997	(1998-99)		
National Rank	47	44	40	20
1.3.2: Average K-12 per pupil spending	1997	(1998-99)		
National Rank	44	38	38	20

*Most recent data available

Strategies:

Budgetary

Strategy 1: Evaluate the Minimum Foundation Program formula to determine if any changes are warranted.

Action Plan:

1. Reconvene the School Finance Review Commission to evaluate the formula and related issues.
    a. Survey the members of the School Finance Review Commission for issues which need to be addressed including but not limited to the areas of Wealth/Capacity Measurement, Required Expenditures, Accountability, and Costs of a Minimum Education.
    b. Conduct relevant studies to evaluate identified issues, present to the Commission and seek consensus on changes.
2. Continue preliminary discussions relative to linking school performance to educational expenditures.
    a. Study the spending patterns of successful and unsuccessful schools.
    b. Study the staffing patterns of successful and unsuccessful schools.

Benefits:

- Expanded resources for students
- Increased opportunities for student learning experiences
- Channels more investment directly to classroom activities and programs
- School system more attractive to parents, business, and industry
- Progress in overall quality of education
- Attracts and retains most qualified teachers
- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1 - Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.3 - Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4 - Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5 - Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6 - Percentage of 8th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.7 - Percentage of 9th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.9 - Louisiana's average ACT score
1	1.4	1.4.1 - Adults reading above the 8th grade level
1	1.6	1.6.1 - Residents, ages 18-25, with high school degree or GED
1	1.6	1.6.2 - Residents, over age 25, with high school degree or GED
1	1.6	1.6.3 - Residents who have graduated from a 4-year college or university
1	1.6	1.6.4 - Residents who have graduated from a 2-year community or technical college
3	3.1	3.1.1 - Per capita income
3	3.1	3.1.3 - Average annual pay ranking
3	3.2	3.2.1 - Unemployment rate ranking
3	3.2	3.2.2 - Unemployment rate by region
3	3.2	3.2.3 - Poverty rate ranking
3	3.2	3.2.4 - Poverty rate by region
3	3.3	3.3.1 - Index crime rates
3	3.7	3.7.4 - Children in poverty

Research Notes: The Council is aware that there are mixed research results with regard to the effect of increased per pupil spending on student performance. Major factors with regard to school performance are often result of the principal and parent involvement in schools. The national research in this area needs to be reviewed. Motivational strategies may need to be developed to work with principals and teachers based on research results.

Category: Education & Workforce Training
Technology

Action Plan 2002 Recommendation:

Develop a long-term master plan for using technology to deliver education in new ways in order to better utilize financial resources and better prepare Louisiana's students to thrive in today's knowledge economy.

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.2: To raise levels of language & computational competencies by high school graduation
1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Students per Internet-connected computer	(2000) 11.4	(2000) 7.3	5	1

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

Strategy 1: Implement the 5 year Statewide Educational Technology Plan (2001)

Action Plan for 2002

1. Continue to implement the 5 year Educational Technology Plan (http://www.doe.state.la.us/DOE/asps/home.asp?I=LCET)
2. Continue to provide a comprehensive evaluation of the technology initiatives. (http://www.lcet.doe.state.la.us/submit/)
3. Continue to explore and develop new avenues for providing education through electronic resources such as the Virtual Classroom.
4. Continue to develop and expand the resources for K-12 Educators and students including but not limited to the following:
    a. **Making Connections**
    The Making Connections project is a standards-based, technology-rich, curriculum project developed in collaboration with the Division of Student Standards and Assessment. Through the creation of a "virtual" resource center on the Department's web site, teachers access "a one stop shop" for instructional materials that enhance teaching, learning, and technology opportunities in

Louisiana's K-12 schools. The Louisiana Content Standards - Mathematics, English Language Arts, Science, Social Studies, Foreign Languages, and the Arts - are the heart of the project and provide the context in which all resources are selected, presented, and implemented. The components of this electronic resource center include model lesson plans, web site resources, and statewide assessment items. For more information, visit http://www.lcet.doe.state.la.us/conn.

b. **Marco Polo State Partnerships**
LCET has partnered with several national educational technology institutions in order to provide more effective and engaging access to curricular materials for students and teachers. The MarcoPolo website (http://www.wcom.com/marcopolo) initiative provides access to daily classroom planning materials, brief and extended lesson plans, reviewed and expert-approved links to related high-quality sites, and powerful search engines, all provided by some of the most well-respected educational content organizations in the country.

c. **Technology Standards**
The Louisiana Department of Education's Division of Student Standards and Assessment and LDE's Louisiana Center for Educational Technology are collaborating in the coordination of the Committee for Advancing Technology Standards (CATS). The CATS steering committee directs three major initiatives related to the effective integration of technology in K-12 curriculum:

d. Development of K-12 Louisiana Educational Technology Standards;

e. Expansion of the Secondary Computer Education curriculum through the identification and development of standards-based high school technology courses and course descriptions;

f. Identification and development of Standards for Distance Education.

5. Continue the development and support of student resources including but not limited to the following:

a. **Computers for Louisiana's Kids (CLK)**
Through a partnership with the nonprofit Louisiana Corporate Recycling Council (LCRC), the Computers for Louisiana's Kids (CLK) statewide program was created. The program, coordinated by the LCRC, works with school districts to implement computer training, repair, and recycling programs designed to provide students with marketable job skills. In addition, an emphasis is placed on learning important environmental issues as related to computer hardware recycling and refurbishment. As part of this program, donated computers are tested and repaired, or salvaged for recyclable materials. Visit http://www.cacrc.com for more details.

b. **Online Database Resources**
The LCET coordinates the K-12 Online Database (http://www.doe.state.la.us/DOE/LCET/k12onlinedb.htm) initiative that provides public and non-public schools in the state access to high-quality informational resources via the Internet. The educational community accesses a collection of subscription-based products from the GALE Group and World Book, Inc. funded by monies appropriated by the state legislature. Reference resources included in the Gale Group package are Student Resource Center Gold, Junior Reference Center; InfoTrac Student K-12; InfoTrac Junior Edition, etc. World Book, Inc.

provides an online encyclopedia including the brand new "Global World Book Online Encyclopedia Edition." Behind the Headlines articles, Calendar-based features, and the "Learning Zone" of extra teacher- and student-related information support world Book's reference resources. The LCET provides workshop opportunities for educators to enable them to successfully use these resources to support effective use of the Louisiana Content Standards.

Benefits:

- Produces workforce capable of competing in the New Economy
- Fosters creation, retention, and recruitment of businesses
- Expands resources for students
- Increases opportunities for student learning experiences

Cost: TBD

Funding Source: State General Fund

Implementing Agency: Louisiana Department of Education

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.2	1.2.1: Percentage of schools that meet/exceed School Performance Growth Targets
1	1.2	1.2.2: Percentage of 2nd graders reading at 2nd grade level
1	1.2	1.2.3: Percentage of 3rd graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.4: Percentage of 4th graders scoring at/above "basic" on LEAP 21
1	1.2	1.2.5: Percentage of 6th graders with composite scores at/above national average on Iowa Tests
1	1.2	1.2.6: Percentage of 8th graders with composite scores at/above "basic" on LEAP 21
1	1.2	1.2.7: Percentage of 9th graders with composites scores at/above national average on Iowa Tests
1	1.2	1.2.8: Percentage of high school students scoring at/above "basic" on LEAP 21
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Unemployment rate ranking
3	3.2	3.2.2: Unemployment rate (by region)
3	3.2	3.2.3: Poverty rate ranking
3	3.2	3.2.4: Poverty rate (by region)
3	3.3	3.3.1: Index crime rate

Note: See appendices C and D for further details on benchmarks.

Category: Education & Workforce Training
Workforce Training

Action Plan 2002 Recommendation:

Increase the proportion of Louisiana citizens who have access to—and incentives that encourage them to seek—education, training, and retraining throughout their work lives, including basic skills and/or technical skills upgrades.

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:
1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
2.14: To produce more flexible, adaptable, and innovative technicians for industry

Benchmark(s):

Benchmarks	Base	Update	2003	2018
Number of Louisiana citizens earning a GED	(2000) 8,360	(2000) 8,360	9,000	10,000
Number of employed Louisiana citizens engaged in publicly funded upgrade training		**To be set**		
Number of Louisiana citizens earning an industry-based certification from the sample list.		**To be set**		

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future .

Strategies

Strategy 1: Increase access of Louisiana adults to instruction that prepares them for the GED.

Action Plan:

1. Inventory programs that provide instruction that prepares Louisiana adults for the GED
2. Continue collaboration between the Workforce Commission, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for instruction leading to the GED.

Strategy 2: Increase access of employed Louisiana adults to publicly funded basic skills and technical skills upgrades.

Action Plan:

3. Inventory available Incumbent Worker Training Program projects, TANF customized basic/technical skills training, Adult Education workplace literacy and workforce-related family literacy projects, and other publicly funded upgrade training.
4. Continue collaboration between the Workforce Commission, the Department of Labor, the Department of Education, the Board of Regents (LCTCS), employers, and community organizations to establish multiple, accessible sites for basic skills and technical skills upgrades.

Strategy 3: Increase access of employed Louisiana adults to affordable child care and transportation to support education/training and employment.

Action Plan:

1. Inventory availability of affordable child care and transportation to support participation of Louisiana adults in basic skills and technical skills upgrades.
2. Develop collaboration between the Workforce Commission, the Department of Social Services, Department of Transportation and Development, the Board of Regents (LCTCS), and community organizations to showcase effective child care and "brokered" transportation arrangements.

Strategy 4: Implement additional industry-based certifications from the sample list of demand occupations.

Action Plan:

1. Inventory industry-based certification training programs from the sample list offered to Louisiana adults.
2. Continue collaboration between the Workforce Commission, the Board of Regents (LCTCS), BESE (the Department of Education), and business/industry consortia to establish additional industry-based certification training programs in the sample list.

Benefits:

- A qualified workforce capable of meeting future skill needs of Louisiana business & industry
- Higher paying, long-term jobs for adults who earn industry-based certifications and complete upgrades

Cost: No additional funding needed at this time

Implementing Agencies: Louisiana Workforce Commission, Board of Regents, the Louisiana Community and Technical College System, the Louisiana Department of Education, and, where applicable, school systems.

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.3	1.3.2: Average Louisiana per pupil spending
1	1.6	1.6.4: Percentage of residents with degrees from a 2-year community/technical college
1	1.7	To have a business community dedicated to the ongoing education of its employees
2	2.1	To build on existing economic strengths- existing industries
2	2.4	To develop & implement a strategic plan for improvement of LA's IT infrastructure
2	2.6	To increase the formation, growth, and survival rates of technology-driven companies
2	2.7	To diversify Louisiana's economy through strategic investments in targeted technology areas
3	3.1	3.1.1: Per capita income
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate, by region
3	3.2	3.2.3: Poverty rate ranking (among the 50 states)
3	3.2	3.3.4: Poverty rate, by region

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Environment
Cluster Development

Action Plan 2002 Recommendation:

Support and encourage implementation of new activities and enhance existing activities that promote development of the State's environmental technology cluster.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.7.1: Number of firms in targeted diverse industries	NA	To Be Set		

Strategies:

Program:

Strategy 1. Develop inventory of ongoing environmental technology efforts that are or have the potential to become key players in the development of environmental cluster(s).

Action Plan:
1. Locate and interview industry, academia and government that have interest in pursuing existing or new environmental technology.
2. Extract information on current business, needs, desires and impediments.
3. Qualify each interview in potential for impact to the developing cluster.

Strategy 2. Assist environmental efforts in gaining network relationships with potential client companies or market opportunities and foster collaborative efforts.

Action Plan:
2. Provide network relationships between environmental efforts and potential clients where possible and beneficial

3. Establish relationships with 3-6 key people who will act as an advisory board for the environmental cluster(s). Begin developing a vision, mission and start-up strategy for the cluster using inventories of efforts, needs and impediments developed earlier.
4. Call several small group (less than 50 attendees) meetings as a precursor to a statewide cluster kick-off meeting. Develop buy-in to purpose of cluster, vision and mission.
5. Call statewide conference for environmental cluster. Agenda is to ratify vision and mission of cluster and set path forward, including election of a director and committee to create organizational documents.
6. Work with cluster in an ongoing manner to ensure it's healthy start-up and continuing beneficial impact on technology and job creation.

Benefits:

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world

Cost: In DED Budget

Implementing Agency: Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.6	2.6.3: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2 Unemployment rate, by region

Category: Environment
Environmental Technology

Action Plan 2002 Recommendation:

Support the development of programs to encourage companies and consumers to implement technology that reduces energy consumption and promotes recycling, leading to reduced emissions and waste.

Vision 2020 Goals: Two -- The Culture of Innovation
Three – A Top Ten State

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
3.4: To have a safe and healthy environment for all citizens

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.7.1: Number of firms in targeted diverse industries	To Be Set			

Strategies:

Program:

Strategy 1. Investigate options to implement new and strengthen existing programs that encourage recycling

Action Plan:
1. Reassess the Recycling Equipment Tax Credit that expired at the end of 2000 to determine the advantages and costs of re-establishing this program (DED)
2. Support and encourage programs and organizations that supply second hand, functioning computer and electronic equipment to schools (DED)

Strategy 2. Investigate options to implement new and strengthen existing programs that encourage energy conservation in the environmental and economic development programs of the state.

Action Plan:

1. Explore incentives to encourage growth of energy conservation and environmental services companies and equipment manufacturers
2. Explore incentives to encourage energy conservation and environmental improvement projects
3. Work with companies to maximize the opportunities for claiming federal credits from the emissions reducing benefits of energy conservation projects
4. Investigate programs for companies that install technologies for energy conservation, including assessment of similar programs in other states, and determine the appropriate agency(ies) to implement such a program (DED, DNR, DEQ)

Benefits:

- Develops important technology cluster that can solve problems within Louisiana as well as throughout the U.S. and the world

Cost: TBD

Implementing Agencies: Department of Economic Development, Department of Natural Resources, Department of Environmental Quality

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.6	2.6.3: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2 Unemployment rate, by region

Category: Environment
Atchafalaya Basin

Action Plan 2002 Recommendation:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors.

Vision 2020 Goal: Three- A Top 10 State

Vision 2020 Objective:
3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values
3.6: To support and expand the tourism industry throughout the State

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Atchafalaya Basin acreage protected, restored, improved or opened for public access	2000 0	2001 10,700	15,000	75,000
Number of recreational and tourism facilities constructed and opened in the Atchafalalaya Basin	2000 0	2001 1	2	8

*Most recent data available

Note: Unnumbered benchmarks are proposed as a way to measure progress toward this recommendation. They are not currently *Vision 2020* benchmarks; however, the Council may adopt them in the future

Strategies:

Program

Strategy 1. Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate to the public.

Action Plan:
1. Coordinate plan developments with appropriate Federal agencies
2. Secure Federal and State approvals for projects.
3. Submit plans, as appropriate, to appropriate legislative committees

Benefits:

- Preserves unique ecosystem
- Maintains important floodway
- Opens area for recreation and tourism opportunities
- Leverages State funds

Cost: Covered by Federal and existing DNR funds. No additional funds needed at this time.

Funding Source: State and Federal government

Implementing Agency: Department of Natural Resources

*Impacts: Other Benchmarks Affected**

Goal	Objective	Benchmark*
3	3.5	3.5.1: Amount of State-owned lands for natural resources management
3	3.5	3.5.2: Louisiana species listed as threatened, endangered, rare plants
3	3.6	3.6.1: Number of visitors to Louisiana
3	3.6.	3.6.2: Visitor spending

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Environment

Coastal Preservation

Action Plan 2002 Recommendation:

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for ourselves, our nation, and future generations.

Vision 2020 Goal: Three – A Top 10 State

Vision 2020 Objective:
3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values.

Benchmark:

Benchmark	Base	Update*	2003	2018
3.55: Cumulative acres of coastal wetlands loss that will be prevented by projects:	(1998)			
Constructed to date	8,985	*(2001)*	44,925	179,700
Authorized to date	14,975		74,875	299,500
		44,784		
		122,172		

*****Most recent data available

Strategies:

Program:

Strategy 1. Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management

Action Plan:
1. Ensure that existing Breaux Act and State Wetlands and Conservation Trust Fund resources are directed toward *Coast 2050* strategies
2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond
3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement *Coast 2050*, including passage of the CARA bill

4. Qualify for coastal impact assistance funds through the program established in the Commerce Justice State Appropriations Bill passed in the 2000 Congress

Benefits:

- Addresses Louisiana's coastal wetlands and barrier island loss, which currently is approximately 35 square miles per year
- Elevates wetlands conservation and restoration to a position of high visibility and action
- Restores and preserves coastal resources in order to maintain the viability and the existence of residential, agricultural, and economic development in coastal Louisiana and south Louisiana's rich cultural heritage
- Preserves this unique ecosystem and the wildlife and fisheries resources which are dependent upon it for their survival
- Leverages the State's financial resources

Cost: TBD

Funding Source: State, Federal and Private

Implementing Agency(s): Department of Natural Resources

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
3	3.5	3.5.1: Amount of State-owned lands for natural resources management
3	3.5	3.5.2: Louisiana species listed as threatened, endangered, rare plants
3	3.6.	3.6.2: Visitor spending

Category: Infrastructure
Multimodal Transportation System

Action Plan 2002 Recommendation:

Develop an effective multimodal transportation system that will accelerate economic development.

Vision 2020 Goals: Two -- The Culture of Innovation
Three - A Top 10 State

Vision 2020 Objectives:
2.3: To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports and rail
3.3: To have safe homes, schools and streets throughout the state

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.3.1: Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)	16 (1998)	17 (2001)	40	45
2.3.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	3 (1998)	4 (2001)	7	12
2.3.3: Percentage of Louisiana road and street mileage under state control	27.5% (1996)	27.5% (2001)	25.0%	20.0%
2.3.4: Louisiana miles of freeway per million in population	209 (1996)	211 (2001)	207	240
2.3.5: Percentage of highway miles with pavements in poor condition	27.1% (1995)	12.2% (2000)	24.0%	15.0%
2.3.6: Structurally deficient bridges (percentage of total of all bridges based on deck area)	7.9% (1997)	***8.9%*** (2001)	7.5%	5.0%
2.3.7: Number of parishes with a public transportation system	42 (1997)	***36*** (2001)	47	64
2.3.8: Number of Louisiana ports in top 10 U.S. ports (based on total foreign and domestic cargo tonnage)	4 (1995)	3 (2000)	4	5

2.3.9: Number of Louisiana ports in top 20 U.S. ports (based on total import/export cargo value)	3 (1995)	2 (1999)	3	4
2.3.10: Number of public rail/highway at-grade crossings with active warning devices	1,170 (1996)	***1290*** (2001)	1,465	2,350
2.3.11: Number of parishes with limited or no freight rail service	11 (1997)	***10*** ***(2001)***	11 or less	11 or less
2.3.12: Number of foreign cities with direct air service from Louisiana	2 (1997)	***3*** (2001)	4	8
2.3.13: Number of Louisiana airports in top 30 U.S. airports (based on passenger enplanements)	0 (1996)	***0*** ***(2001)***	0	1
2.3.14: Number of Louisiana airports in top 30 U.S. airports (based on air cargo tonnage)	0 (1996)	***0*** ***(2001)***	0	1
2.3.15: Number of airports which can accommodate jumbo aircraft (9,300' & >735,000#DDTWL)	3 (1997)	***3*** (2001)	3	5
2.3.16: Number of airports which can accommodate international jet aircraft (7,600' & >75,000#SWL)	6 (1997)	***6*** (2001)	6	8
2.3.17: Number of airports which can accommodate commercial jet aircraft (5,347' & >75,000#SWL)	10 (1997)	***10*** (2001)	10	12
2.3.18: Number of airports which can accommodate corporate jet aircraft (4,250' & >12,000#SWL)	32 (1997)	***32*** (2001)	34	40

2.3.19: Percentage of weigh stations fully automated	0% (1997)	***0%*** (2001)	25%	100%
3.3.2: Louisiana fatal and non-fatal injuries (persons) per 1000 registered vehicles	26.61 (1996)	***22.99*** (1999)	22.50	15.60
3.3.3: Number of truck parking spaces at state-maintained rest areas	380 (1997)	***352*** (2000)	380	600
3.3.4: Percentage of state-maintained rest areas with 24-hour security	0% (1998)	***100%*** (2001)	100%	100%

*Most recent data available

Strategies

Executive

Strategy 1: Call a Special Session focused on transportation issues, particularly those that relate to long-term economic growth.

Action Plan: The Governor will call a Special Session focused exclusively on transportation issues at some point following the 2002 Regular Session.

Strategy 2: Accelerate completion of projects included in the Transportation Infrastructure Model for Economic Development (TIMED)

Action Plan:
1. Issue bonds to initiate construction on all remaining TIMED projects within 10 years. The bonds would be backed by the four-cent per gallon fuel tax dedicated to the TIMED.

Legislative

Strategy 1: Examine options for strengthening transportation system investments to promote economic growth, capitalize on international trade opportunities, and enhance the quality-of-life.

Action Plan: Legislative leaders will allow a wide variety of transportation issues to be discussed and debated, and all financing options to be considered.

Benefits:

- Strengthens the foundation on which Louisiana's economy and society is built.
- Serves as a catalyst for economic growth.
- Positions the state to capitalize on international trade opportunities.

- Provides opportunities to enhance the quality-of-life.
- Improves public safety.
- Increases access to education, training and employment for citizens in the lower income levels.

Cost: TBD

Funding Source: Special Session - State General Fund
Transportation System - All means of financing

Implementing Agencies: Office of the Governor, State Legislature

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.1	1.1.1: Number of adults enrolled in non-GED programs sponsored by the Division of Adult Education in the Department of Education
2	2.1	2.1.3: National rank of exports
2	2.2	2.2.5: Total value of agricultural exports (in millions)
2	2.9	2.9.4: Federal funding flows
3	3.4	3.4.1: Number of state air monitoring stations and parishes not meeting National Ambient Air Quality Standards
3	3.6	3.6.1: Number of Visitors to Louisiana (in millions)
3	3.6	3.6.4: Number of Louisiana Welcome Center registered visitors (in millions)

Category: Programs & Incentives

If Louisiana is to compete with other states and provide quality jobs for its citizens, it must recognize that incentives should be viewed as investments in our state's infrastructure.

Action Plan 2002 Recommendation:

Invest in economic development in Louisiana by adopting and continually reassessing a comprehensive package of incentives that includes continuation of appropriate existing incentives, revisions of some existing incentives, and the addition of new incentives for development of Louisiana's clusters in order for Louisiana to remain competitive with other states.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.5: To increase business investment in modernization of facilities and systems
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas
2.9: To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies
2.11: To increase university and private sector research and development, particularly in the targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.7.1: Number of firms in targeted diverse industries		***To be determined***	To be set	
3.1.6: Employment (Total Louisiana) In Millions	(1996) 1.76	(2001) 1.89	1.99	2.88

*Most recent data available

Strategies

Legislative

Strategy 1: Revise the Quality Jobs Program to make it more targeted, effective, and competitive with other states in order to benefit Louisiana companies and encourage investments in regions, industries, and high quality jobs.

Action Plan:
1. Adopt a tiered approach with the greatest benefits going to higher paying jobs, jobs in rural and distressed areas, and jobs in the targeted cluster areas in 2002
2. Provide incentives for Louisiana businesses to hire TOPS graduates in 2002

Strategy 2: Invest in the growth and development of the targeted cluster areas in order to improve their competitive position in Louisiana.

Action Plan:
1. Create an R&D tax credit program to encourage research and development investments by Louisiana companies in 2002

Strategy 3: Provide a mechanism that will allow local communities the option to offer additional investment packages and look to fund economic development on a regional basis.

Action Plan:
1. Review how competing states grant local options for investment packages and funding and develop a strategy for the state of Louisiana and its municipalities

Program

Strategy 1: Continually reassess and monitor the State's programs and incentives

Action Plan:
1. Continue to analyze results of studies conducted by economic development groups and the Department of Economic Development dealing with competitive incentives and programs, along with the Public Affairs Research Council's (PAR's) review of Louisiana taxes as compared to other states, and complete a comprehensive competitive package of incentives.
2. Review procedures for existing investment programs and modernize and streamline these programs by November 2002
3. Conduct an annual review of Louisiana's incentives, beginning with the first to be completed by December 2002 for the purpose of remaining competitive.
4. Develop a formula to show the return on investment (ROI) for incentive and tax programs that state agencies would be required to use in their assessment of these programs and benefits by November 2002.
5. Continue to look for innovative ways to encourage modernization, technology improvements, upgraded skills, and better wages
6. Study the needs of each cluster and make sure that Louisiana is competitive in attracting these clusters beginning in 2002-03.

Benefits:

- Improves State's competitive position in recruiting and retaining companies
- Provides a vehicle to aggressively advance Louisiana's targeted clusters

- Facilitates growth of higher wage and salary jobs
- Facilitates growth of companies in rural and distressed areas
- Assists in retaining technology-based startups in Louisiana by creating incentives that support emerging technology companies
- Encourages increased private sector R&D

Cost: TBD

Funding Source: TBD

Implementing Agencies: Office of the Governor, Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.9	2.9.1: Corporate tax burden
2	2.9	2.9.2: State bond rating
2	2.6	2.6.3: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Science & Technology
Technology Authority

Action Plan 2002 Recommendation:

Establish a dedicated, focused authority or agency that will coordinate and advance the technology economic development strategies contained in V*ision 2020.*

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.6 : To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2 (1995)	1 (1999)	5	25
2.7.1: Number of firms in targeted diverse industries		***To Be Determined***	To Be Set	

*Most recent data available

Strategies

Program

Strategy 1: Coordinate and implement an initiative to study and benchmark best practices and most effective programs across the nation and evaluate which approach is best for Louisiana by October 2002. Recommendations for the preferred approach should be complete by December 2002.

Action Plan:

1. The DED Technology, Innovation, and Modernization Director will work with LAEDC's Science & Technology Task Force to identify and coordinate an ad hoc public/private committee from around the State to review on an ongoing basis the information collected and contribute feedback.
2. Gather data
3. Benchmark best practices (in state and out of state)
4. Evaluate which approach is best for Louisiana
5. Make recommendations for the preferred approach for Louisiana

Benefits:

- Creates a focal point in the State with the sole programmatic purpose of advancing technology industries within Louisiana
- Centralizes planning, program implementation, funding and accountability
- Encourages industry participation and leadership
- Accelerates technology company recruitment and the formation of technology-based startups in Louisiana
- Assist in retaining technology-based startups in Louisiana by creating established programs that support emerging technology companies
- Provides a mechanism to support university efforts to market intellectual property
- Provides a vehicle to aggressively advance the six targeted technology clusters

Cost: TBD

Funding Source: TBD

Implementing Agencies: Governor's Office, Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.5	1.5.1: Annual licensing revenues received by all universities (in millions)
1	1.7	To have a business community dedicated to the ongoing education of its employees
2	2.6	2.6.1: Research & development expenditures per capita (percent of national average)
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.10	2.10.1:Annual licensing revenues received by all universities (in millions)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Science and Technology
Statewide Wet Lab Incubator Infrastructure

Action Plan 2002 Recommendation:

Develop three wet-lab technology business incubators in the northern, middle and southern part of the State in order to establish the necessary physical infrastructure that will support emerging wet lab dependent companies in the biomedical, biotechnology, environmental, energy, and food technology clusters in Louisiana.

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas
2.13: To attract and retain distinguished researchers

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana Universities	2 (1995)	***1*** (1999)	5	25
2.7.1: Number of firms in targeted diverse industries		To Be Determined	To Be Set	

*****Most recent data available.

Strategies:

Budgetary

Strategy 1: Continue effort to create three wet-laboratory incubators in north, middle and south Louisiana

Action Plan:
The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will seek to advance the recommendations of the wet lab incubator study completed for the Department in December 2001.

Benefits:

- Makes Louisiana competitive with other states that have life science incubator programs and economic development strategies
- Generates high tech jobs and business development in a targeted technology sector
- Reaps the economic development benefits from the State's investment in university-based life science research
- Provides a mechanism to commercialize university wet lab science research in Louisiana and not be solely dependent on licensing intellectual property to out-of-state companies
- Aids in recruiting and maintaining distinguished researchers who often desire to participate in the commercialization of their research
- Supports recruiting out-of-state biotechnology start-up companies to Louisiana
- Accelerates the successful development of entrepreneurial wet lab science dependent companies

Cost: TBD

Funding Source: All means of funding

Implementing Agency(s): Office of the Governor, Division of Administration, Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.5	1.5.1: Annual licensing revenues received by all universities (in millions)
2	2.2	2.2.2: Value added (in billions)
2	2.2	2.2.3: Total number of agribusiness firms
2	2.2	2.2.4: Total employment in agribusiness firms
3	3.1	3.1.1: Per capita income as a percentage of U.S. by region*
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year
3	3.2	3.2.1: Unemployment rate ranking (among the 50 states)
3	3.2	3.2.2: Unemployment rate, by region

Note: See appendices C and D for details on benchmarks.

Category: Science and Technology
S&T Legislative Committee

Action Plan 2002 Recommendation:

Support efforts within the State Legislature to establish a Science and Technology Committee or Subcommittee that will serve as a focal point for technology information, policy development, and technology industry issues.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:
2.6 : To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2 (1995)	1 (1999)	5	25
2.7.1: Number of firms in targeted diverse industries		***To Be Determined***	To Be Set	

*Most recent data available

Strategies

Program

Strategy 1: Request the appropriate group or individual within the Legislature to review the merits of establishing a technology committee or subcommittee

Action Plan:
1. Prepare a summary brief presenting the case for establishing a new legislative Science & Technology committee or subcommittee of the House & Senate Commerce Committee(s) by May 2002.
2. Meet with the Speaker of the House, Senate President, and Chairs of the House and Senate Commerce Committees to discuss the merits of creating such a committee

Benefits:

- Creates a focal point in the Legislature with a programmatic purpose of advancing technology industries within Louisiana
- Centralizes planning, program implementation, funding and accountability
- Accelerates technology company recruitment and the formation of technology-based startups in Louisiana
- Assists in retaining technology-based startups in Louisiana by creating established programs that support emerging technology companies
- Provides a vehicle to aggressively advance the six targeted technology clusters
- Produces an informed, proactive legislature working in cooperation with the Administration to advance technology objectives contained in *Vision 2020*
- Ensures that elected officials are knowledgeable and well versed about the issues and challenges facing the state in the new "knowledge-based economy"
- Ensures that in advance of legislative requests and actions, due and deliberate consideration can be given to technology-related matters

Cost: TBD

Funding Source: TBD

Implementing Agencies: Office of the Governor, Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.5	1.5.1: Annual licensing revenues received by all universities (in millions)
2	2.6	2.6.1: Research & development expenditures per capita (percent of national average)
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.10	2.10.1:Annual licensing revenues received by all universities (in millions)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Science and Technology
Seed Capital

Action Plan 2002 Recommendation:

Devise innovative programs that target the majority of equity investment dollars to seed funding of early stage and start-up technology businesses.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:
2.5: To increase business investment in modernization of facilities and systems
2.6: To increase the formation, growth and survival rates of technology-driven companies
2.8: To increase availability of seed and venture capital invested in Louisiana firms

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.8.1: Venture capital under management (in millions)	(1997) $292	(2001) $568	$594	$1,500

*This is the most recent data available

Strategies

Program

Strategy 1: Investigate and develop various methods of increasing the availability of seed capital in Louisiana by November 2002

Action Plan:
2. Review & consider recommendations made in the Postlethwaite & Netterville report on the economic impact of the CAPCO program
3. Investigate other states' experiences with the creation of and participation in pre-seed and seed capital funds
4. Investigate tax incentive programs for venture capital funds
5. Investigate ways to involve state retirement systems to increase venture capital in Louisiana
6. Investigate programs to recruit successful venture fund managers
7. Establish one or more new programs that provide access to seed capital
8. Provide summary of findings to the Louisiana Economic Development Council's Science & Technology Task Force

Benefits:

- Allows Louisiana to have a pool of venture capital that is earmarked for technology based existing and start-up businesses
- Retains best and brightest graduating from our colleges and universities with jobs created through new business start-ups
- Makes venture capital available to attract out of state businesses to locate within Louisiana due to the availability of investment capital
- Increases technology startups
- Produces high rates of job creation
- Results in higher wages
- Provides for private sector management by mangers experienced in managing these types of specialized funds
- Increases deal flow for venture capital groups

Costs: No additional funding

Implementing Agencies: Office of Financial Institutions, Louisiana Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
2	2.6	2.6.1: Research & development expenditures per capita (percentage of national average)
2	2.7	2.7.1: Number of firms in targeted diverse industries
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic performance rank (among the 50 states)
3	3.1	3.1.3: Average annual pay rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks.

Category: Science and Technology
University Intellectual Property

Action Plan 2002 Recommendation:

Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing. Specifically, establish an Internet Web site listing all university-based technology available for licensing, with links to sponsoring host institutions.

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objective:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.10: To provide effective mechanisms for industry access to university-based technologies and expertise
2.11: To increase university and private sector research and development, particularly in the targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2	1 (1999)	5	25
2.10.1: Annual licensing revenues received by all universities. (in millions)	$5.4	$8.6 (1999)	$16.6	$50
2.11.1: Research and development expenditures by doctoral granting institutions (in millions)	$269.5	$362.8 (1999)	$577.10	$1,500.00

*****Most recent data available.

Program

Strategy 1: Develop implementation plan for Internet based web site listing all Louisiana university intellectual property available for licensing by September 2002.

Action Plan:

1. Contact tech transfer officers or appropriate designees of each university institution to solicit direction and build consensus on best way to achieve desired outcome.
2. Contact potential web hosts willing to prepare, maintain and host the web site.

Strategy 2: Establish Intellectual Property Web Site by December 2002

Action Plan:

1. Select web developer to prepare, maintain and host the web site.
2. Develop database format and search routines
3. Develop user friendly web site
4. Task Louisiana higher education institutions who have intellectual property with the responsibility to input intellectual property data in agreed upon format.
5. Promote the use of the database with industry and economic development organizations

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Creates "one stop shopping" for private industry in accessing Louisiana's university generated intellectual property
- Provides economic development information for planning and marketing

Cost: Minimal

Implementing Agencies: Board of Regents and the Department of Economic Development

Impacts: Other Benchmarks Affected*

Goal	Objective	Benchmark
1	1.8	To improve the efficiency and accountability of governmental agencies
2	2.5	To increase business investment in modernization of facilities and systems
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.7	2.7.1: Number of firms in targeted diverse industries
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.12	2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average
2	2.13	To attract and retain distinguished researchers
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks**.**

Category: Science and Technology
University Intellectual Property

Action Plan 2002 Recommendation:

Evaluate Louisiana's university technology transfer policies and practices and benchmark them against national best practices, with recommendations on how to improve outcomes.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:

2.6: To increase the formation, growth and survival rates of technology-driven companies
2.10: To provide effective mechanisms for industry access to university-based technologies and expertise
2.11: To increase university and private sector research and development, particularly in the targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2	(1999) 1	5	25
2.10.1: Annual licensing revenues received by all universities. (in millions)	$5.4	(1999) $8.6	$16.6	$50
2.11.1: Research and development expenditures by doctoral granting institutions (in millions)	$269.5	$362.8 (1999)	$577	$1,500

*****Most recent data available.

Program

Strategy 1: Develop plan to assess existing tech transfer policies in the Louisiana university systems and benchmark against national best practices.

Action Plan:

1. Contact Board of Regents and tech transfer officers or appropriate designees of each university institution to solicit direction and build consensus on best way to assess current tech transfer policies and practices.
2. Solicit proposal from appropriate consultants and select consultant
3. Contract with consultant and complete study by December 2002

Benefits:

- Increases industry access to university technology, researchers, and facilities
- Provides roadmap for improving tech transfer outcomes
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana
- Optimizes tech transfer policies and practices
- Achieves a better return on the State's research investments
- Will result in more technology job creation

Cost: $150,000

Implementing Agencies: Board of Regents and the Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.8	To improve the efficiency and accountability of governmental agencies
2	2.5	To increase business investment in modernization of facilities and systems
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.7	2.7.1: Number of firms in targeted diverse industries
2	2.8	2.8.1: Venture capital under management (in millions)
2	2.12	2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average
2	2.13	To attract and retain distinguished researchers
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks**.**

Category: Science and Technology
Biosciences & IT Funding

Action Plan 2002 Recommendation:

Support efforts to increase targeted research and development funding toward biosciences and information technology.

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:
2.6 : To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.6.2: Number of startups formed based on technologies developed at Louisiana universities	2 (1995)	1 (1999)	5	25
2.7.1: Number of firms in targeted diverse industries		***To Be Determined***	To Be Set	

*Most recent data available

Strategies

Legislative/Budgetary

Strategy 1: Show justification for the creation of a fund to facilitate development of the biosciences industry

Action Plan:
1. Outline uses for such funds, linking the uses directly to economic growth and development
2. Designate a substantial portion of the funds to near-term economic growth and development opportunities that would reasonably be expected to lead to jobs in the next 2 years
3. Outline the benefits of such funds

Strategy 2: Show justification for a fund to facilitate the development of the information technology industry in Louisiana

Action Plan:

1. Outline uses for such funds, linking the uses directly to economic growth and development
1. Designate a substantial portion of the funds to near-term economic growth and development opportunities that would reasonably be expected to lead to jobs in the next 2 years
2. Outline the benefits of such funds

Benefits:

- Will result in more technology job creation
- Will assist in growing industries that pay high wages and salaries and are typically fast-growing
- Can increase industry access to university technology, researchers, and facilities
- Improves the economic development pipeline of translational research that results in new companies taking root in Louisiana

Cost: TBD

Implementing Agencies: Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.6	2.6.3: Business vitality rank (among the 50 states)
2	2.7	2.7.1: Number of firms in targeted diverse industries
2	2.12	2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average
2	2.13	To attract and retain distinguished researchers
3	3.1	3.1.1: Per capita income
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks**.**

Category: Science & Technology & Infrastructure
Statewide Information Technology Backbone

Action Plan 2002 Recommendation:

Evaluate the State's new fiber optic assets and other emerging information technologies and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, and the business community in urban and rural areas.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
1.8: To improve the efficiency and accountability of governmental agencies
2.4: To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Benchmark(s):

Benchmark	Base	Update*	2003	2018
Proposed 2.4.1: Percent of households with broadband access	(1999) 57%	(1999) 57%	80%	100%
Proposed 2.4.3: Number of Tier One Internet Gateways located in Louisiana	2001 0	***2001*** 0	1	1
Proposed 2.4.3: Percentage of the 7 public research universities connected to the research network	(2001) 0%	(2001) 0%	43%	100%
Percentage of all other public colleges & universities connected to the research network	0%	0	5%	100%
Proposed 2.4.4: Percentage of State agency offices connected to a single, converged Internet Protocol (IP) carrying voice, data, and video network	(2001) 0%	(2001) 0%	40%	100%
New 2.4.5: Percentage of Louisiana schools and classrooms connected to a single, converged Internet Protocol (IP) carrying voice, data, and video network Schools	(2001) 94% 66%	(2001) 94% 66%	100% 75%	100% 100%

Classrooms				

*****Most recent data available

Strategies

Program

Strategy 1: Develop a plan and process to evaluate the State's fiber assets and other emerging information technologies with the goal of quantifying the level of effort and cost associated with last mile connectivity throughout the state by November 2002.

Action Plan:

1. Develop a scope of work for a benefit-cost study for converting the Department of Transportation and Development's excess fiber assets into system to provide high-speed connectivity throughout the state; also include in the analysis other emerging information technologies (i.e., satellite) for comparative purposes.
2. Prepare an RFP, with input from but not limited to, the Office of Information Technology's Chief Information Officer, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director, and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee.
3. Issue an RFP to solicit proposals from leading private sector IT project developers and managers to conduct this cost-benefit analysis.
4. Select firm to do the analysis, with the proposal review team to include economic development interests including, but not limited to, the Department of Economic Development's Information Technology Cluster Director and Technology, Innovation, and Modernization Services Director and the Louisiana Economic Development Council's Science and Technology Task Force chair or his designee and the Louisiana Economic Development Council's Infrastructure Task Force chair or his designee.
5. Direct the Louisiana Office of Information Technology to serve as support staff for the chosen consultant
6. Complete the study
7. Develop a plan for Louisiana

Strategy 2: Charge the CIO to develop a consistent set of standards, practices and protocols consistent with leading edge industry networking standards that will guide the State's transition to the new network and to guide subsequent State IT investments to achieve maximum return on investments

Action Plan:

1. Continue to develop a consistent set of standards, practices, and protocols consistent with leading edge industry standards

Strategy 3: Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November 2002.

Action Plan:

1. The Deputy Commissioner of the Division of Administration and the CIO will develop the specific plans and procedures to leverage the state's current and projected Internet bound traffic and other network needs as a lure to engage private sector Internet backbone operators in negotiations to build a Tier One Internet Gateway.

Benefits:

- Improves efficiency in service delivery to various constituencies
- Uses State fiber assets to close the Digital Divide by making world-class, high-speed connectivity available to every citizen, community and business in Louisiana
- Connects all State university research facilities to this network; thereby giving researchers connectivity capabilities that are years ahead of those available at the leading research institutions connected to Internet2
- Enhances the standing of Louisiana university research institutions
- Attracts both public and private sector research dollars
- Attracts and retains leading research scientists and engineers
- Leverages the State's fiber assets with leading edge optical technologies to give the State a world-class telecommunications infrastructure
- Strengthens existing businesses and creates new opportunities across all industry clusters as Information Technology assumes a more prominent role in the core business processes of all businesses

Cost: TBD

Funding Source: All means of financing

Implementing Agencies: Office of the Governor, Division of Administration

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
1	1.1	To involve every citizen in a process of lifelong learning
1	1.6	To have a workforce with the education and skills necessary to work productively in a knowledge-based economy
2	2.6	2.6.2: Number of startups formed based on technologies developed at Louisiana universities
2	2.7	2.7.1: Number of Louisiana firms in targeted diverse industries
2	2.10	To provide effective mechanisms for industry access to university-based technologies and expertise
2	2.11	To increase university and private sector research and development, particularly in the targeted technology areas
2	2.14	To produce more flexible, adaptable, and innovative technicians for industry
3	3.1	To increase personal income and the number and quality of jobs in each region of the State
3	3.2	To decrease the levels of unemployment and the poverty level in each region of the state.
3	3.4	To have a safe and healthy environment for all citizens
3	3.7	To improve the quality of life of Louisiana's children

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table.

Research Notes: Because of the end of the need for separate voice, data, and video networks and the increased efficiencies linked to modern packet-based networks, it is likely that the State can execute the migration of public sector network services to the new fiber network within existing IT and telephone expenditures. There may be some capital expenditures related to equipment purchases to replace equipment already being installed on the network to meet the needs of DOTD. In addition, depending on the findings relating to the construction of a Tier One Internet Gateway in Louisiana, the State may be asked to provide capital, tax incentives, and/or commit to outsource its business to the project.

Category: Tax and Revenue

Action Plan 2002 Recommendation:

Encourage job growth and economic development by providing a Louisiana tax system that is broad-based, fair and equitable for citizens and business.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.9: To have a tax structure, regulatory climate, and civil justice system conducive to economic development and job creation

Benchmark(s):

Benchmark	Base	Update*	2003	2018
2.9.1: Corporate tax burden as a percentage of the southern average	1994	1994		
Manufacturers	126%	126%	115%	100%
Non-manufacturers	106%	106%	104%	100%

*****Most recent data available

Strategies:

Legislative

Strategy 1: Maintain and streamline current business tax incentive programs.
Action Plan:
1. Modernize and streamline procedures
2. Conduct annual review to ensure competitiveness

Strategy 2: Encourage capital investments by new and existing businesses through the following tax code changes:
(a) Phase out corporate franchise tax on long-term debt.
(b) Reduce sales tax on energy sources.
(c) Reduce sales tax on machinery, equipment, and computer software.

Strategy 3: Continue active participation on the national level in the development of an interstate sales and use tax agreement and identify required changes to the Louisiana Revised Statutes and Constitution by November 1, 2002.

Action Plan:

1. Active participation in all meetings of the "Governing States" by the four delegates appointed under the provisions of Section 4A of Act 72 of the 2001 Regular Session.
2. Active participation in all meetings of the Streamlined Sales Tax Project by employees of the Louisiana Department of Revenue.
3. Provide literature and Internet links to other websites providing information and news on the Streamlined Sales Tax Project from the Department of Revenue's home page.
4. Review all Phase One and Two implementation materials and identify required changes to the Louisiana Revised Statutes and Constitution that will be necessary to adopt the interstate sales and use tax agreement approved by the Governing States by November 1, 2002.

Benefits:

- Predictability and consistency in the State's tax structure
- Increased competitiveness of Louisiana businesses.
- Taxes are not a determining factor in locating in the State

Cost: Revenue-neutral

Funding Source: State budget

Implementing Agency(s): Louisiana Legislature; Department of Revenue & Taxation; Department of Economic Development

Impacts: Other Benchmarks Affected

Goal	Objective	Benchmark
2	2.9	2.9.2: State bond rating
2	2.9	2.9.3: Tax supported debt
2	2.6	2.6.3: Business vitality rank (among the 50 states)
3	3.1	3.1.1: Per capita income as a percentage of U.S. per capita income by region
3	3.1	3.1.2: Economic Performance Rank (among the 50 states)
3	3.1	3.1.3: Average Annual Pay Rank (among the 50 states)
3	3.1	3.1.6: Employment per year

Note: If no appropriate benchmarks have been set, the relevant objectives are included in this table. See appendices C and D for further details on benchmarks

Appendix B

Action Plan 2001 Status Reports

Category: Agribusiness

Action Plan 2001 Recommendation:

Expand State efforts to establish and to coordinate technology transfer efforts, information, promotion, and marketing of agricultural developments that may present an economic opportunity to expand agribusiness in Louisiana

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:

2.2: To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries through agribusiness

2.11: To increase university and private sector research and development particularly in the targeted technology areas

Strategy 1: Develop a strategic plan that includes appropriate Louisiana universities involved in agriculture and the agricultural industry to identify, attract, and assist agribusiness firms in technology transfer and commercialization efforts by July, 2001

Action Plan	*Status Report*
1. Identify opportunities to facilitate agribusiness development 2. Form advisory group of interested parties 3. Develop plan 4. Secure approval of necessary entities	This plan was to establish a public-private agricultural development office in the Department of Agriculture. It was not implemented because of the budget reductions in the Department of Agriculture & Forestry and because the Department of Economic Development was undergoing a reorganization to develop "cluster" units. The recommendation was originally included in the 2002 recommendations, but later omitted because DED has hired a professional to develop the Agriculture, Forestry, and Food Technology cluster.

Strategy 2: Develop a strategic plan to facilitate university technical assistance and expedite high priority research and development agribusiness projects

Action Plan	*Status Report*
1. Work with appropriate university representatives to develop a plan to allow the allocation of funds to the universities for the conduct of high priority agribusiness research and development	As above, this plan was not implemented because of budget reductions in the Department of Agriculture & Forestry and because the Department of Economic Development was undergoing reorganization. This recommendation was originally included again in Action Plan 2002, but was withdrawn provided that the Agriculture, Forestry, and Food Technology Cluster Office in the Department of Economic Development would accomplish these goals in 2002.
2. Develop a plan including in its development inputs from the Louisiana Board of Regents and appropriate bodies of the Louisiana Legislature	A meeting involving the Commissioner of Agriculture, the Secretary of the Department of Economic Development, the Agriculture, Forestry, and Food Technology cluster director, and the Chairman of the Agribusiness Task Force is scheduled for February 4, 2002 to discuss how to accomplish this recommendation through the Agriculture, Forestry, and Food Technology cluster.

Implementing Agency: Department of Agriculture & Forestry; Department of Economic Development

Category: Culture, Recreation, and Tourism

Action Plan 2001 Recommendation:

Focus and facilitate State and local efforts to maximize the economic opportunities the tourism and convention business presents by establishing a central clearinghouse to identify and coordinate marketing efforts to attract and retain domestic and international industry

Vision 2020 Goal(s): Two – The Culture of Innovation

Vision 2020 Objective(s):
1.8: To improve the efficiency and accountability of governmental agencies
2.1: To build upon the successes of Louisiana's existing economic strengths

Strategy 1: Establish a central information clearinghouse to provide an efficient line of communication and create opportunities for joint initiatives, particularly focusing on international market opportunities by June 30, 2001

Action Plan	***Status Report***
1. Coordinate with State agencies to develop an inventory of international initiatives 2. Evaluate effectiveness of international endeavors 3. Work with Louisiana Database Commission to establish a methodology of disseminating information on joint initiatives	The Department of Economic Development has been undergoing reorganization this year. As a result, these tasks have not been completed.

Strategy 2: Employ the Internet to link State and local economic development and tourism websites to capitalize on the popularity of Louisiana's tourism and convention business to attract and retain industry, retirees, and employees to the State

Action Plan	***Status Report***
1. Meet with State technology groups to discuss a standard format for presenting economic development and tourism websites to government, business, and the general public 2. Coordinate website development efforts between departments to reduce duplication of efforts 3. Develop a means to evaluate the experience of web visitors, with the goal of increasing repeat visitors	Culture, Recreation, and Tourism (CRT) maintains two websites, with one focused totally on tourism in Louisiana. With the many changes in economic development and technology groups this year, these tasks has not been completed.

Implementing Agency: Office of Culture, Recreation, & Tourism, in cooperation with the Department of Economic Development and the Department of Agriculture & Forestry

Category: Diversification

Action Plan 2001 Recommendation:

Focus State efforts on the development and growth of the targeted technology seed clusters in order to diversify the State's economy

Vision 2020 Goal: Two – The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Budgetary Strategy 1. Begin efforts to support the targeted technology seed clusters by hiring a marketing professional for each of the targeted seed clusters

Action Plan	*Status Report*
1. Secure approval of appropriate governing officers 2. Provide a job description for each professional position in the targeted seed cluster 3. Obtain approval from the Louisiana Civil Service authority for each specific job 4. Form a search committee comprised of experts in each of the targeted seed clusters to establish individual professional criteria 5. Establish qualifications subject to the Department of Economic Development Secretary's approval 6. Search Committee interviews qualified applicants and makes recommendations to Secretary of Department of Economic Development 7. Secretary of Department of Economic Development makes selection to fill positions	DED has been totally reorganized around the targeted clusters identified in Vision 2020. The procedures specified in the Action Plan were followed, leading to the hiring of nine cluster professionals (some covering more than one of the Vision 2020 clusters) and six service professionals to provide support. DED is moving ahead with its cluster development activities.

Program Strategy 1. Conduct an inventory to identify businesses in the targeted seed clusters to assess opportunities for growth and expansion of cluster groups

Action Plan	*Status Report*
1. Define targeted seed cluster and categorize LA businesses by North American Industrial Classification Codes (NAICS) 2. Commission the Office of Policy and Research, Department of Economic Development with the task of inventorying and identifying businesses within the targeted seed clusters 3. Create a method for continued assessment of each cluster and results of growth from a specific base of companies defined by DED	The Office of Policy and Research selected NAICS categories for each targeted cluster and used available databases to inventory and identify Louisiana businesses within those codes. With the new cluster professionals now on board, the process of refining (and expanding, if necessary) the cluster lists is beginning.

Implementing Agency: Department of Economic Development

Category: Education & Workforce Training
Workforce Training
Technology

Action Plan 2001 Recommendation:

Develop a strategic plan and implement available programs for universities, community and technical colleges and secondary schools to provide training for jobs in the targeted technology areas in order to train a qualified workforce for technology-based companies requiring skilled employees

Vision 2020 Goals: One - The Learning Enterprise
Two - The Culture of Innovation

Vision 2020 Objectives:
1.6: To have a workforce with the education & skills necessary to work productively in a knowledge-based economy
2.14: To produce more flexible, adaptable, and innovative technicians for industry

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Strategies for Postsecondary Education

Program Strategy 1: Determine the most effective and efficient use of existing resources	
Action Plan	***Status Report***
1. Approval of Master Plan for Postsecondary Education is anticipated at the March 22, 2001, Board meeting. *Components of the Master Plan include*: Formula Revisions (adopted FY 1999-2000) Goal/Objectives/Targets Admission Criteria Model Role, Scope and Mission 2. Implementation and Promotion of Master Plan for Postsecondary Education	1 & 2 - The Master Plan for Public Postsecondary Education is complete and currently being implemented and promoted. Promotion of the Master Plan includes: media campaign including personal letters from the Commissioner to stakeholders: Superintendents, Principals, Counselors, Class of 2005 high school students and parents. In addition, the Board of Regents is hosting Statewide Freshmen Fairs, focus groups and workshops. *Implementation Components of the Master Plan include*: **Formula Revisions**: Review components of the funding formulae to further revise and include factors specifically targeted at supporting and implementation of the Master Plan. **Goals/Objectives/Targets**: Review of all facets of the Master Plan to be completed annually (April). **Admission Criteria Model**: To prepare future students meet the new admission framework the Board funded the statewide implementation of the "Education Planning and Assessment System". To assist institutions with the transitional work resulting from the admission framework, we are supporting the system boards in further developing enrollment management strategies. **Role, Scope and Mission**: In accordance with the Constitution, the Board of Regents in cooperation with each management board and with the chancellor and the president of each institution, the Board established a mission for each public university system and for every institutions within each system.

3. Continued coordination with the Workforce Commission and the state- wide, industry-based certification and credentialing workgroup on developing an inventory of nationally recognized, industry-specific certifications that are particularly important to the current and long term economic growth of our State	3. The Board of Regents is an active member of the Industry-Based Certification Council, which was formed as a result of the continued work of the Workforce Commission and the credentialing workgroup. The Industry-Based Certification Council is comprised of: DED, BOR, LCTCS, DOE, WFC, DSS, DOC, LDOL.

Strategies for Secondary Schools

Program Strategy 1: Develop a coordinated plan for the secondary schools to be implemented in January 2001	
Action Plan	***Status Report***
1. Continue to work collaboratively with the Community & Technical College Board to continue work initiated in 2000 2. The Career and Technical Education unit will focus on implementing the Career academies and industry-based certification throughout the State. (This is currently being addressed by the Secondary School Redesign Commission, High School Accountability and the Career Options Law.)	The Department of Education continues to collaborate with LCTCS and Workforce Development to implement several State initiatives and U.S. Department of Education projects. Regular meetings are held to continue progress in the initiatives and projects. Staff development to train LEAs regarding the initiatives and projects is conducted collaboratively. Progress is being made in the statewide implementation of the following initiatives: articulation, industry-based certification, career clusters, counseling, career academies, national skills standards, information technology, and data management system development. Schools that participate in these initiatives are increasing.
Program Strategy 2: Implement available job certification programs in the secondary schools	
Action Plan	***Status Report***
1. Continue to work collaboratively with Workforce Development to secure an information technology grant to further implement IT programs in secondary schools throughout the State	The Governor's Office of Workforce Development received the Information Technology Grant and is working collaboratively to further implement information technology programs in secondary schools throughout Louisiana. An intense week-long training is planned for June 2002 to certify teachers to offer information technology courses and certification for secondary school students

Implementing Agencies: Board of Regents, the Louisiana Community & Technical College System, the Louisiana Department of Education, and the Louisiana Workforce Commission

Category: Education & Workforce Training
K-12 Funding

Action Plan 2001 Recommendation:

Redirect K-12 funding to classrooms to increase K-12 teacher salaries to maintain quality certified teachers and to make education a career of choice for bright young people, so as to improve the educational performance of Louisiana students

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.3: To increase the amount of funding available to adequately support Louisiana's educational system

Budgetary Strategy 1: Implement 3-year schedule to reach 2003 target for the percentage of 3rd graders reading at the 3rd grade level as measured by the Fall assessment

Action Plan	Status Report
1. Continue to fund and implement the K-3 Reading and Math Program through 2003 2. Track the reading performance of a selected sample of children participating in this program through middle school to determine long range program benefit, as it relates to academic performance 3. Redirect state and federal funding services to focus on schools in greatest need by targeting improvement in reading and math scores 4. Seek reinstated funding of K-3 Reading and Math Initiative	1. The K-3 Reading and Math Program funding has been allocated at a reduced amount each year since its inception. The Reading and Math Program was funded at $20 million for 1999-2000 and at $14.3 million for 2001-2002. 2. Developmental Reading Assessment (DRA) has been implemented in 1st, 2nd, and 3rd grades. Online DRA and Louisiana Literacy Profile (LLP) are in developmental stages for the La DOE website. This will allow tracking of a selected sample of students, including special populations, as they progress through the grades. 3. State funds, via the Multisensory Structured Language (MSL) Program and the K-3 Reading and Math Initiative, serve below grade level and at-risk students. The focus for 2001-2002 has been on catching up consistently low-performing students. Reading Excellence Act (REA) funds have supported concentrated literacy initiatives a 36 high-poverty, low-performing elementary schools.

Budgetary Strategy 2: Implement 3-year schedule to reach 2003 target for national rank in average K-12 teacher salaries

Action Plan	*Status Report*
1. Propose and adopt the FY2000-2001 new MFP formula that will move Louisiana's teachers to the weighted SREB salary average 2. Implement a revised and reasonable state teacher salary schedule 3. Convene a study commission to determine additional or alternative ways funds/ benefits can be used to increase K-12 teacher salaries towards the national rank target	A $2,060 statewide pay raise for certificated staff was provided by the legislature in FY2001-02. The Governor's School Finance Review Commission has been reconvened and is targeting FY2004 for significant revisions to the MFP formula. Actions for FY2003 are to consider methods of tying School and District Accountability to the MFP.

Program Strategy 1: Implement priority planning to insure instruction targets reading, math, science, & computer programs	
Action Plan	***Status Report***
1. Focus on reading results in grades K-3 until performance is acceptable, then implement alternative priority subject programs 2. Develop and implement a State school improvement process that directs planning toward improved student learning 3. Develop and implement comprehensive monitoring instrument that focuses on compliance and performance of schools to analyze the effective use of current and new resources	1. One-third more 3rd graders are reading on or above grade level (Fall 1998-Fall 2000) 2. School Improvement Process has been developed and the School Improvement Plan template has been disseminated to the districts on CD and included on the department's website. 3. Monitoring instrument completed 2001 and all 66 school districts received a visit and report. Technical assistance was provided where necessary. A Developmental Reading Assessment (DRA) has been implemented in 1st, 2nd, and 3rd grades. Online DRA and Louisiana Literacy Profile (LLP) are in developmental stages for the LA DOE website. An instrument for analyzing the delivery of reading instruction within a given school is being developed by LA DOE staff.
Strategy 2: Develop a plan for merit pay raises based on superior performance on appropriate student test scores or other appropriate measures by January 2005	
Action Plan	***Status Report***
1. Provide information as requested to those involved in developing a plan for merit pay raises	Discussions continue.

Implementing Agency: Louisiana Department of Education

Category: Education & Workforce Training
K-12 Accountability

Action Plan 2001 Recommendation:

Maintain and strengthen the K-12 school and student accountability program to improve the educational performance of Louisiana students

Vision 2020 Goal: One **-** The Learning Enterprise

Vision 2020 Objectives:
1.2: To raise levels of language and computational competencies by high school graduation
1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

Legislative Strategy 1: Louisiana Economic Development Council addresses the Louisiana Legislature in support of the accountability program	
Action Plan	***Status Report***
Program Strategy 1: Conduct a statewide effort to inform Louisiana citizens of the expectations and benefits of the accountability program	
Action Plan	***Status Report***
1. Regional Forums: Conduct regional informational meetings with awareness presentations on Student and School Accountability 2. Conduct Regional Informational meetings with awareness presentations on Student and School Accountability 3. P.S.I.: Prepare Radio spots highlighting strengths and gains in student and school performance 4. Louisiana School Boards Association: Prepare and present an overview of school accountability and the state assessment system for representatives of school boards statewide 5. Forums and Conferences: Prepare accountability/assessment overviews and present at state level conferences focused on schools, businesses, and communities 6. Flyers and Newsletters: Work with Business and Industry and prepare flyers and newsletters regarding high school accountability relative to PreGED/Skills Option Program and preparation of students for transition from school-to-work	Conducted regional breakfast meetings in Fall 2001 with business and education leaders on the new Options program. Made presentations to editorial boards and reporters throughout the state regarding testing and accountability. Held workshops for district accountability and testing personnel. Prepared public radio announcements on a number of programs within the Department and provided the Department's toll-free line. Made presentations to school board members and district personnel at statewide conferences and in visits to various school districts. Made presentations to a wide variety of education organizations and sponsored information booths at statewide conferences Published Reaching for Results newsletters, LEAP and GEE sample test booklets, Options pamphlets and video for businesses, testing pamphlets for parents and others.

Implementing Agency: Louisiana Department of Education and Louisiana Economic Development Council

Category: Education &Workforce Training
Higher Education

Action Plan 2001 Recommendation:

Energize postsecondary education funding for excellence in the classrooms and research leadership and increase postsecondary education faculty salaries to maintain and attract quality faculty, so as to improve the level of academic achievement

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.3: To increase funding available to adequately support Louisiana's educational system

Budgetary Strategy 1: The Board of Regents shall continue to pursue implementation of the Five-year Funding Plan to reach 2003 target for per pupil spending for higher education	
Action Plan	***Status Report***
1. Implement and promote Master Plan for Postsecondary Education 2. Implement Funding Formula for equitable distribution of funds to the institutions of Higher Education	1. Implementation and promotion of The Master Plan for Public Postsecondary Education in progress. Complete Review to occur annually. 2. The Funding Formula continues to be reviewed for possible refinements which would encourage institutions to achieve the respective role, scope and missions outlined for each in the new Master Plan. 3. State funding has been significantly enhanced over the past three years Although increased funding fell short in FY00-01 of the Five-year Funding Plan, funding provided by the state in FY99-00 and FY01-02 exceeded the targeted amounts set out in the plan. Increased state funding, along with increased self-generated revenues due to some recent limited tuition adjustments, has allowed Louisiana to make considerable progress in improving its per pupil spending rates.
Budgetary Strategy 2: The Board of Regents shall continue implementing the Five-year Full Funding Plan to reach 2003 target for average teacher salary for higher education (percent of national)	
Action Plan	***Status Report***
1. Implement recently revised Master Plan for Higher Education 2. Implement Funding Formula for equitable distribution of funds to the institutions of higher education	1. Implementation and promotion of The Master Plan for Public Postsecondary Education in progress. Complete Review to occur annually. 2. With this year's establishment of the SELF Fund dedication of gaming revenue to teacher and faculty salaries, it was possible to provide an overall faculty salary adjustment of about 7%, a significant increase in pay. With continued commitment to faculty pay and sustained efforts at providing similar amounts of increase over the next two years, average faculty pay could reach targeted levels established under the plans.

Implementing Agencies: Board of Regents and Management Boards

Category: Education & Workforce Training
Pre-Kindergarten

Action Plan 2001 Recommendation:

Increase funding for pre-kindergarten education focusing on at-risk children in order to raise levels of language & computational competencies by high school graduation

Vision 2020 Goal: One - The Learning Enterprise

Vision 2020 Objective:
1.2: To raise levels of language & computational competencies by high school graduation

Budgetary Strategy 1: Implement 3-year schedule to reach 2003 target for the percent of at-risk four-year old students that are served by a DOE preschool program

Action Plan	*Status Report*
1. Increase funding for the 8(g) Early Childhood program from the $6.6 million serving 3,143 students to levels sufficient to meet the 2003 and the 2018 performance targets 2. Increase funding for the Starting Points Preschool Federal program from the $5.0 million serving 1,640 students to levels sufficient to meet the 2003 and the 2018 performance targets 3. Increase funding for the Title 1 Preschools Federal program from the $27.9 million serving 9,300 students to levels sufficient to meet the 2003 and the 2018 performance targets 4. Increase funding for the Even Start Preschool Federal program from the $0.3 million serving 73 students to levels sufficient to meet the 2003 and the 2018 performance targets	1. 8(g) funding for 2000-2001 - $8,045,218 serving 2,877 at-risk 4 year olds. 2. Starting Points funding has remained constant at $5 million for the 2000-2001 school year serving 1,446 children. 3. Title I federal funds for pre-k increased to $28,518,570 serving 9,310 children. 4. Even Start Family Literacy funding increased to $719,437 in FY 2000-2001 serving 219 children and families.

Budgetary Strategy 2: Increase funding to preschool programs to increase the percent of children entering Kindergarten that are scored in the upper half percentile range on one of the four State approved kindergarten screening instruments.

Action Plan	*Status Report*
1. Secure funding at adequate levels to minimally address all at-risk pre-k children 2. Develop additional preschool programs to serve the remaining at-risk four year olds that are not currently being served	$15 million of TANF funds were allocated in FY 2001-2002 to serve preschool children.

Program Strategy 1: Develop comprehensive plan for providing pre-K education for all four-year old at-risk children by January 2002	
Action Plan	***Status Report***
1. Review / study current pre-K programs and spending patterns to determine which agencies / programs appear most effective 2. Make recommendations by January 2002 as to program modifications	• Longitudinal study of starting points participants being conducted. • Pre and Post assessment using the Developmental Screening Checklist of the Early Childhood Development Program. • Creative Curriculum Checklists are used to evaluate program effectiveness. • Early Childhood Environment Rating Scale revised and used to measure the quality of Early Childhood Programs in Louisiana. • Pre-Kindergarten standards development (draft approved by BESE – March 2002)

Implementing Agency: Louisiana Department of Education

Category: Environmental
Atchafalaya Basin

Action Plan 2001 Recommendation:

Preserve and enhance the Atchafalaya Basin Program in order to preserve and promote the unique history, culture, and natural aspects the Basin offers to Louisiana citizens and visitors

Vision 2020 Goal: Three- A Top 10 State

Vision 2020 Objective:
3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values
3.6: To support and expand the tourism industry throughout the State

Program Strategy 1: Develop and implement strategic plans to restore, protect, and make the Atchafalaya Basin accessible, where appropriate, to the public.	
Action Plan	***Status Report***
1. Coordinate plan developments with appropriate Federal agencies 2. Secure Federal and State approvals for projects. 3. Submit plans, as appropriate, to appropriate legislative committees	1. Plan developments have been coordinated with the Corps of Engineers on projects, including Buffalo Cove Water Management Unit, Myette Point Boat Landing & Lake End Parkway. 2. Federal & State approvals have been received for the above projects. 3. Plans for 2002-03 will by presented to Legislators.

Implementing Agency: Department of Natural Resources

Category: Environmental
Coastal Preservation

Action Plan 2001 Recommendation:

Act immediately to protect our coastal wetlands and barrier islands and restore them to a state of sustainable, productive health in order to preserve the economy, environment and culture of south Louisiana for ourselves, our nation, and future generations

Vision 2020 Goal: Three – A Top 10 State

Vision 2020 Objective:

3.5: To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values.

Program Strategy 1: Implement *Coast 2050*, the State's strategic plan to sustain Louisiana's coastal resources and provide an integrated multiple use approach to ecosystem management

Action Plan	***Status Report***
1. Ensure that existing Breaux Act and State Wetlands and Conservation Trust Fund resources are directed toward *Coast 2050* strategies 2. Demonstrate Louisiana's legislative and fiscal commitment to address Louisiana's catastrophic coastal wetlands loss and challenge the federal government and the nation to recognize this resource as a national treasure and respond 3. Work with our Congressional delegation to seek additional federal funding to leverage State dollars to restore Louisiana's coastal wetlands and implement *Coast 2050*, including passage of the CARA bill 4. Qualify for coastal impact assistance funds through the program established in the Commerce Justice State Appropriations Bill passed in the 2000 Congress	1. All resources are being directed toward Coast 2050 strategies. 2. In October 2001, Governor Foster created Committee on the Future of Coastal Louisiana to address these issues. 3. The Department of Natural Resources as well as the Governor's Office continue to work with the Congressional delegation to secure additional funding. As we move forward, a variety of federal legislations have been explored to get the state funding, these would include the CARA bill (explanation below), Water Resource Development Act and the Coastal Wetland Planning, Protection and Restoration Act. 4. Louisiana has qualified for the Coastal Impact Assistance Program (CIAP), which was authorized by Congress in FY2001 to assist states in mitigating the impacts from Outer Continental Shelf (OCS) oil and gas production. Louisiana is one of the 7 coastal states selected to receive one time funds under this appropriation to implement this program. The one year allocation to Louisiana was $26.4 million. The funds are to be expended according to the Coastal Impact Assistance Plan which was developed by the Louisiana Department of Natural Resources, Office of Coastal Restoration and Management and submitted by the Governor for approval July 1, 2001. Grant awards to the parishes have been completed and agreements disbursing the State's share are underway.

Implementing Agency: Department of Natural Resources

Category: Infrastructure
Information Technology

Action Plan 2001 Recommendation:

Leverage the State's new fiber optic assets to assure that State and local governments, universities, schools, and where necessary, the business community have access to state-of-the-art, world-class, high speed connectivity.

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
1.8 To improve the efficiency and accountability of governmental agencies
2.4 To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure

Budgetary Strategy 1: Hire a Chief Information Officer (CIO) to drive the process of leveraging the potential of the State's fiber assets by June 30, 2001	
Action Plan	***Status Report***
1. The Department of Economic Development and the Division of Administration, in consultation with the **Infrastructure** Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation	The State's first CIO was hired in February 2001; however, he resigned in June 2001. The current CIO was hired in October 2001.

Budgetary Strategy 2: Charge the CIO to develop a consistent set of standards, practices and protocols consistent with leading edge industry networking standards that will guide the State's transition to the new network and to guide subsequent State IT investments to achieve maximum return on investments	
Action Plan	***Status Report***
1. The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation	The Office of Information Technology is currently developing a set of standards, practices, and protocols consistent with leading edge industry networking standards. These standards should be completed in 2003.

Budgetary Strategy 3: Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November, 2001	
Action Plan	***Status Report***
1. The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation	No plan has been developed.
Legislative Strategy 1: Review, revise and restructure the legislation which created and governs the organization and operations of the Office of Telecommunications Management (OTM), placing that office under the direction of the CIO and giving the new OTM more authority to establish standards	
Action Plan	***Status Report***
1. The Department of Economic Development and the Division of Administration, in consultation with the Infrastructure Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation	Act 772 of the 2001 Regular Session established the Office of Information Technology (OIT) within the Division of Administration to be headed by a chief information officer (CIO). Act 772 placed the Office of Telecommunications Management (OTM) within the OIT. The Act specifies that the OIT should establish and direct the implementation of information technology standard, architecture, and guidelines for hardware, software, and services, etc.

Implementing Agencies: Division of Administration and Department of Economic Development

Category: Science &Technology
Technology Authority

Action Plan 2001 Recommendation:

Establish a dedicated, focused entity that will coordinate and advance the technology economic development strategies contained in V*ision 2020*

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.6 : To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas

Program Strategy 1: Develop a strategic plan to create an authority or agency that provides a focal point for technology strategies and activities, and coordinates diverse existing programs to achieve critical mass by December, 2001	
Action Plan	***Status Report***
1. The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council will develop the specific plans and procedures to implement this recommendation	During 2001 efforts were centered on the reorganization of the Department of Economic Development, which focuses on technology-based economic development through cluster strategies. Most of the cluster and service directors were in place by the end of October. The prudent course of action was to allow the directors to access existing resources, determine needs, form strategies and establish goals before determining how the Science and Technology Task Force 2001 recommendation can best support the efforts of the Department of Economic Development. The LDED Technology, Innovation and Modernization (TIM) area is providing a focal point and the TIM Director is now working with the task force to determine a plan for developing a set of recommendations (see action plan 2002).

Implementing Agencies: Office of the Governor & Department of Economic Development

Category: Science and Technology
Wet Lab Incubators

Action Plan 2001 Recommendation:

Develop wet-lab technology incubators in order to establish the necessary physical infrastructure that will grow and support emerging biomedical/biotechnology companies in Louisiana

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.7: To diversify Louisiana's economy through strategic investments in targeted technology areas
2.13: To attract and retain distinguished researchers

Budgetary Strategy 1: Begin effort to create three wet-laboratory incubators in the south, middle, and north Louisiana	
Action Plan	***Status Report***
1. The Secretary of the Department of Economic Development, in consultation with the Science and Technology Task Force of the Louisiana Economic Development Council, will develop the specific plans and procedures to implement this recommendation	A study to assess the feasibility of 3 wet-labs in Louisiana was completed in January 2002. Funding for construction and partial operating costs for the three wet-lab incubators ($33 million) is being requested from the legislature in the upcoming session.

Implementing Agency: Office of the Governor, Division of Administration

Category: Science and Technology
Technology Resources

Action Plan 2001 Recommendation:

Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing

Vision 2020 Goal: Goal Two: Culture of Innovation

Vision 2020 Objective:
2.6: To increase the formation, growth, and survival rates of technology-driven companies
2.10: To provide effective mechanisms for industry access to university-based technologies and expertise
2.11: To increase university and private sector research and development, particularly in the targeted technology areas

Program Strategy 1: Develop implementation plan and database design	
Action Plan	***Status Report***
1. Survey State government agencies, economic development organizations, universities, and industry to determine data requirements 2. Determine the most effective and efficient use of existing databases	**An informal survey of economic development organizations, their industry members, and universities was conducted to determine how to create an industry-friendly database of university technologies and expertise.**
Program Strategy 2: Develop database and reporting structure	
Action Plan	***Status Report***
1. Assign responsibilities for data collection and maintenance 2. Develop data structure, software and hardware requirements 3. Develop database format and search routines 4. Populate database with existing and new data 5. Promote the use of database to industry, university researchers, and economic development organizations	After survey, funding was obtained from the Board of Regents to develop a website with pertinent databases. It is anticipated that the site will be available to users on or before March 1, 2002. A press release will be issued upon launch of the site.

Implementing Agency: Board of Regents and Department of Economic Development

Category: Science and Technology
Seed capital

Action Plan 2001 Recommendation:

To devise innovative investment programs that target the majority of equity dollars to seed funding of early stage and start-up technology businesses

Vision 2020 Goal: Goal Two- Culture of Innovation

Vision 2020 Objectives:
2.5: To increase business investment in modernization of facilities and systems
2.6: To increase the formation, growth and survival rates of technology-driven companies
2.8: To increase availability of seed and venture capital invested in Louisiana firms

Program Strategy 1: Investigate various methods of increasing the availability of seed capital in Louisiana by November, 2001	
Action Plan	***Status Report***
1. Review & consider recommendations made in the Postlethwaite & Netterville report on the economic impact of the CAPCO program **2.** Investigate other states' experiences with the creation of and participation in pre-seed and seed capital funds **3.** Investigate tax incentive programs for venture capital funds **4.** Investigate ways to involve state retirement systems to increase venture capital in Louisiana **5.** Investigate programs to recruit successful venture fund managers	1. The report was reviewed and other states' experiences were investigated. There are several states utilizing tax credits as an incentive for raising VC. LEDC has proposed two such methods to the administration for possible legislative action. 2. LEDC met with representatives of state retirement system on possible ways for their involvement. 3. LEDC has invested in out of state venture funds to attract and leverage VC dollars and production office management for this fund.

Implementing Agencies: Office of Financial Institutions, Louisiana Department of Economic Development

Category: Tax and Revenue

Action Plan 2001 Recommendation:

Create a revenue-neutral, reformed tax system for Louisiana that will be broader-based, fair and equitable for citizens and business

Vision 2020 Goal: Two -- The Culture of Innovation

Vision 2020 Objectives:
2.9: To have a tax structure, regulatory climate, and civil justice system conductive to the creation and growth of technology-driven companies

Legislative Strategy 1: Equalize property tax assessments to provide more consistency across the state	
Legislative Strategy 2: Assess land, including agricultural, at fair market value to provide more consistent valuation	
Legislative Strategy 3: Lower homestead exemption and the 10-year industrial property tax exemption over a 5-10 year period in support of a broader tax base	
Legislative Strategy 4: Lower sales tax while proportionately increasing income tax in support of a broader tax base	
Action Plan	***Status Report***
	The four legislative strategies were not implemented. Under the Louisiana Constitution, tax measures could not be introduced in the 2001 Regular Session of the Louisiana Legislature.
Program Strategy 1: Investigate the streamlined sales tax project by October 1, 2001 for its potential contribution to a more viable tax system for Louisiana	
Action Plan	***Status Report***
1. Review the results of the pilot program implemented in spring 2001 and evaluate the effectiveness of the project as determined by the results of the pilot program 2. Review the Phase I implementation material to identify required changes to the Louisiana Revised Statutes for Louisiana to become a member State and to identify required changed to the Louisiana Constitution for Louisiana to become a member State 3. Identify benefits to becoming a member of the Project 4. Identify potential areas of conflict should Louisiana wish to become member of the Project 5. Draft report 6. Circulate for review and comments 7. Prepare final report	A report on the Streamlined Sales Tax Project was prepared as described in Program Strategy 1. This report included the items outlined in the action plan items listed. During 2001, the Department of Revenue continued to participate in meetings of the Streamlined Sales Tax Project. Also, legislation was passed in 2001 that allows Louisiana to participate in the project as a "governing state" and vote on specific issues of the agreement.

Implementing Agency(s): Louisiana Legislature and the Department of Revenue and Taxation

Appendix C

Action Plan 2002

Updated Benchmarks

Goal One:

To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objective 1.1 - To involve every citizen in a process of lifelong learning	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.1.1 Number of adults enrolled non-GED programs sponsored by the Division of Adult Education in the Department of Education	1999	20,873	22,410 (2000-2001)	23,000	25,500	28,000	31,000
Objective 1.2 - To raise levels of language and computational competencies by high school graduation	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system	2001	69.4%	(2001) 69.4%	77%	90%	98%	100%
1.2.2: Percentage of 2nd graders who read at or above the 2nd grade level at the end of the year	1998-99	63.0%	(2000) 78%	70%	85%	100%	100%
1.2.3: Percentile rank of the Average Standard Score of 3rd graders on the nationally normed Iowa Tests, using each student's composite score	1999	45%	(2000) 47%	52%	60%	70%	80%
1.2.4: Percentage of 4th graders scoring at or above the "Basic" level on the LEAP 21 State criterion- referenced tests in: Math English/language arts Science Social Studies	1999	 42% 55% Not tested Not tested	(2001) 54% 59% 51% 55%	 55% 60%	 70% 70%	 85% 85%	 95% 95%

1.2.5: Percentile rank of the Average Standard Score of 6th graders on the nationally normed Iowa Tests, using each student's composite score	1998-99	45%	(2001) 48%	52%	60%	70%	80%
1.2.6: Percentage of 8th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in: Math English/language arts Science Social Studies	1999	38% 43% Not tested Not tested	(2001) 46% 51% 50% 54%	50% 55%	68% 70%	85% 85%	95% 95%
1.2.7: Percentile rank of the Average Standard Score of 9th graders on the nationally normed Iowa Tests, using each student's composite score	1999	44%	(2001) 50%	52%	60%	70%	80%
1.2.8: Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 (GEE21) State criterion-referenced tests in: Math English/language arts Science Social Studies	 2001 2001 2001 2001	 51% 56% Not Tested Not Tested	(2001) 51% 56% Not Tested Not Tested	 80% 80% 80% 80%	 95% 95% 95% 95%	 100% 100% 100% 100%	 100% 100% 100% 100%
1.2.9: Louisiana's average ACT score, as a percentage of the national ACT average	1997	92%	(2001) 93.3%	95%	98%	101%	105%
Objective 1.3 - To increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.3.1: The average Louisiana teacher salary K-12 (National Rank) Higher Education (percentage of national)	 1997 1997-98	 47 82%	(1998-99) 44 81%	 40 89%	 34 96%	 27 103%	 20 110%
1.3.2: The average Louisiana per pupil spending K-12 (National rank) Higher education (national rank)	 1997 1994-95	 44 47	 38 (1998-99) 47 (1994-95)	 38 40	 32 34	 26 27	 20 20

Objective 1.4 - To eliminate functional illiteracy	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.4.1: Percentage of adults who read above the 8th grade level	1997	42%	42% (1997)	54%	66%	82%	95%
Objective 1.5 - To have a well-articulated system of post-secondary education whose institutions are active participants in the economic development enterprise	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.5.1: Annual licensing revenues received by all universities (in millions) Note: 95% of the 1995 revenues are from Tulane University	1995	$5.4	(1999) $8.6	$16.6	$27.7	$38.9	$50.0
Objective 1.6 - To have a workforce with the education and skills necessary to work productively in a knowledge-based economy	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
1.6.1: Percentage of residents, ages 18 – 25, with a high school degree or GED equivalent	1995	84%	84% (1995)	86%	88%	92%	95%
1.6.2: Percentage of residents, over age 25, with a high school degree or GED equivalent	1995	76%	76% (1995)	78%	81%	83%	85%
1.6.3: Percentage of residents who have graduated from a four-year college or university	1993	16%	18% (1998)	18%	21%	24%	26%
1.6.4: Percentage of residents who have graduated from a two-year technical or community college	1999	To be set					
Objective 1.7 - To have a business community dedicated to the ongoing education of its employees	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**

Objective 1.8 - To improve the efficiency and accountability of governmental agencies	Baseline Date	Amount	Update*	2003	2008	2013	2018

Goal Two:

To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization

Objective 2.1 - To build upon the successes of Louisiana's existing economic strengths, including oil & gas, petrochemicals, shipbuilding, and aerospace	Baseline Date	Amount	Update*	2003	2008	2013	2018
2.1.1: Manufacturing employment	1996	186,373	(2001) 175,678	195,000	203,000	209,000	217,000
2.1.2: Wholesale trade employment	1996	93,146	96,300 (2000)	102,000	109,000	117,000	122,000
2.1.3: National rank of exports	1996	25	13 (2001)	25	21	18	15
Objective 2.2 - To maintain and emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness	**Baseline Date**	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.2.1: Gross farm, forestry and fishery income (in billions)	1996	$4.3	$4.0 (2000)	$6.1	$7.7	$9.9	$12.6
2.2.2: Value added (in billions)	1996	$4.4	$4.1 (2000)	$6.6	$8.8	$12.1	$16.6
2.2.3: Total number of agribusiness firms	1994	14,817	6,504 (1999)	16,941	18,251	19,662	21,181
2.2.4: Total employment in agribusiness firms	1992	279,665	117,526 (2001)	347,726	383,917	423,875	467,902
2.2.5: Total value of agricultural exports (in millions)	1995	$427.8	$554.6 (2000)	$632.1	$806.7	$1,029.5	$1,314.0

2.2.6: Annual number of acres of timberland/wetlands reforested:			(2001)				
Hardwood	1995	10,000	52,600	10,000	10,000	10,000	10,000
Pine	1995	145,000	143,800	160,000	170,000	165,000	160,000
Objective 2.3 - To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.3.1: Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)	1998	16	2001 17	40	43	44	45
2.3.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	1998	3	2001 4	7	9	10	12
2.3.3: Percentage of Louisiana road and street mileage under state control	1996	27.5%	2001 27.5%	25.0%	20.0%	20.0%	20.0%
2.3.4: Louisiana miles of freeway per million in population	1996	209	211 (2001)	207	214	224	240
2.3.5: Percentage of highway miles with pavements in poor condition	1995	27.1%	12.2% (2000)	24.0%	21.0%	18.0%	15.0%
2.3.6: Structurally deficient bridges (percentage of all bridges based on deck area)	1997	7.9%	8.9% (2001)	7.5%	6.5%	5.5%	5.0%
2.3.7: Number of parishes with a public transportation system	1997	42	36 (2001)	47	52	58	64
2.3.8: Number of Louisiana ports in top 10 US ports (based on total foreign and domestic cargo tonnage)	1995	4	3 (2000)	4	5	5	5
2.3.9: Number of Louisiana ports in top 20 US ports (based on total import/export cargo value)	1995	3	2 (1999)	3	4	4	4

2.3.10: Number of public rail/highway at-grade crossings with active warning devices	1996	1,170	1,290 (2001)	1,465	1,760	2,055	2,350
2.3.11: Number of parishes with limited or no freight railroad service	1997	11	10 (2001)	11 or less	11 or less	11 or less	11 or less
2.3.12: Number of foreign cities with direct air service from Louisiana	1997	2	3 (2001)	4	6	7	8
2.3.13: Number of Louisiana airports in top 30 US airports (based on passenger enplanements)	1996	0	0 (2001)	0	1	1	1
2.3.14: Number of Louisiana airports in top 30 US airports (based on air cargo tonnage)	1996	0	0 (2001)	0	0	1	1
2.3.15: Number of airports which can accommodate jumbo aircraft	1997	3	3 (2001)	3	4	4	5
2.3.16: Number of airports which can accommodate international jet aircraft	1997	6	6 (2001)	6	7	7	8
2.3.17: Number of airports which can accommodate commercial jet aircraft	1997	10	10 (2001)	10	11	11	12
2.3.18: Number of airports which can accommodate corporate jet aircraft	1997	32	32 (2001)	34	36	38	40
2.3.19: Percentage of weigh stations fully automated	1997	0%	0% (2001)	25%	50%	75%	100%
2.3.20: Number of parishes with inventory of available commercial and industrial sites	1997	64	64 (2001)	64	64	64	64
2.3.21: Number of parishes with at least one designated industrial park	1997	48	51 (2001)	53	58	61	64

2.3.22: Percentage of Louisiana flood insurance policyholders receiving rate reductions	1997	74%	79.5% (2001)	80%	85%	90%	95%
Objective 2.4 - To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
New 2.4.1: Percentage of households with broadband access	1999	57%	(1999) 57%	80%	100%	100%	100%
New 2.4.2: Number of Tier One Internet Gateways in Louisiana	2001	0	(2001) 0	1	1	1	1
New 2.4.3: Percentage of the 7 public research universities connected to the research network	2001	0%	(2001) 43%	100%	100%	100%	100%
Percentage of all other public colleges & universities connected to the research network	2001	0%	5%	25%	100%	100%	100%
New 2.4.4: Percentage of State agency offices connected to a single, converged Internet Protocol (IP) carrying voice, data, and video network	2001	0%	(2001) 0%	40%	100%	100%	100%
New 2.4.5: Percentage of Louisiana schools and classrooms connected to a single, converged Internet Protocol (IP) carrying voice, data, and video network			(2001)				
Schools	2001	94%	94%	100%	100%	100%	100%
Classrooms	2001	66%	66%	75%	85%	95%	100%
Objective 2.5 - To increase business investment in modernization of facilities and systems	Baseline						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**

Objective 2.6 - To increase the formation, growth, and survival rates of technology-driven companies	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.6.1: Research & development expenditures per capita (percent of national average)	1994	17%	28% (1999)	38%	59%	80%	100%
2.6.2: Number of startups formed per year based on technologies developed at Louisiana universities	1995	2	(1999) 1	5	11	15	25
2.6.3: Business vitality rank (among the 50 states)	1996	33	(2001) 31	30	25	19	17

Objective 2.7 - To diversify Louisiana's economy through strategic investments in targeted technology areas	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.7.1: Number of Louisiana firms in targeted diverse industries	In 2002, DED's cluster directors will be determining relevant NAICS codes by cluster, so the number of firms can be determined.						

Objective 2.8 - To increase the availability of seed and venture capital invested in Louisiana firms	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.8.1: Venture capital under management (in millions)	1997	$292	(2001) $568	$594	$896	$1,198	$1,500
2.8.2: Institutional seed capital for investments of less than $1 million (in millions)	1997	$0.0	(2001) $7.0	$12.5	$25.0	$37.5	$50.0

Objective 2.9 - To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology- driven companies	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**

2.9.1: Corporate tax burden as a percentage of the southern average			(1994)				
Manufacturers	1994	126%	126%	115%	110%	105%	100%
Non-manufacturers		106%	106%	104%	102%	101%	100%
2.9.2: State bond rating			(2001)				
Louisiana	1998	A2	A2	A1	AA3	AA2	AA2
State Median	1998	AA2	Aa2	AA2	AA2	AA2	AA2
National Ranking	1998	40	39 of 39	35	30	25	20
2.9.3: Tax supported debt as a percentage of personal income							
Louisiana	1995	4.4%	2.5%	3.2%	2.8%	2.0%	2.0%
State Median	1995	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
			(2001)				
2.9.4: Federal funding flows							
Federal funds to Louisiana (in billions)	1996	$4.1	(2000) $4.8	$4.6	$5.0	$5.8	$6.5
Louisiana funds to the Federal government (in billions)	1996	$3.3	$3.6	$3.7	$4.0	$4.6	$5.2
Net (in billions)	1996	$0.8	$1.2	$0.9	$1.0	$1.2	$1.3

Objective 2.10 - To provide effective mechanisms for industry access to university-based technologies and expertise	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.10.1: Annual licensing revenues received by all universities (in millions)	1995	$5.40	$8.60 (1999)	$16.55	$27.70	$38.85	$50.00

Objective 2.11 - To increase university and private sector research and development, particularly in the targeted technology areas	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
2.11.1: Research & development expenditures by doctoral granting institutions (in millions)	1994	$269.5	$362.8 (1999)	$577.1	$884.8	$1,190.0	$1,500.0
2.11.2: Research & development expenditures in the non-formula area of agriculture	1999	$66.7	$66.7 (1999)	$76.0	$89.3	$105.0	$122.8
	Baseline		**Update***	**2003**	**2008**	**2013**	**2018**

Objective 2.12 - To increase the number and quality of scientists and engineers	**Date**	**Amount**					
2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average	1994-95	93%	94% (1996-97)	97%	100%	105%	110%

Objective 2.13 - To attract and retain distinguished researchers	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**

Objective 2.14 - To produce more flexible adaptable, and innovative technicians for industry	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business

Objective 3.1 - To increase personal income and the number and quality of jobs in each region of the State	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.1.1: Per capita income as a percentage of U. S. by region**			(2000)				
District 1 - New Orleans area	1996	86%	82%				
District 2 - Capital Region		71%	78%				
District 3 - South Central		73%	82%				
District 4 - Evangeline		68%	74%		To be set		
District 5 - Imperial Calcasieu		66%	73%				
District 6 - Kisatchie-Delta		63%	67%				
District 7 - CDC (Shreveport)		70%	75%				
District 8 - North Delta (Monroe)		65%	65%				
Louisiana		81%	87%				
3.1.2: Economic Performance Rank (among the 50 states)	1996	47	(2001) 49	41	35	28	22
3.1.3: Average Annual Pay Rank (among the 50 states)	1996	32	(2000) 36	30	29	23	18
3.1.4: Number of Women-Owned Businesses	1992	10,760	(1997) 11,505	11,459	12,204	12,998	13,842
3.1.5: Number of Minority-Owned Businesses	1992	2,086	(1997) 6,791	2,211	2,344	2,484	2,634
3.1.6: Employment per year (including agriculture)			(2001)				
District 1 - New Orleans area	1997	537,600	614,308				
District 2 - Capital Region	1997	363,690	381,441				
District 3 - South Central	1997	142,410	84,892				
District 4 - Evangeline	1997	253,780	245,719		To be set		
District 5 - Imperial Calcasieu	1997	119,620	111,943				
District 6 - Kisatchie-Delta	1997	115,390	99,010				
District 7 - CDC (Shreveport)	1997	238,920	227,443				
District 8 - North Delta (Monroe)	1997	125,020	116,504				
Total Louisiana	1996	1,757,710	1,887,469	1,988,688	2,250,017	2,545,688	2,880,213

Objective 3.2 - To decrease levels of unemployment and the poverty level in each region of the State	Baseline						
	Date	Amount	Update*	2003	2008	2013	2018
3.2.1: Unemployment rate ranking (among the 50 states)	1996	47	47 (2000)	40	36	30	25
3.2.2: Unemployment rate			(2001)				
District 1 - New Orleans area	1997	5.4%	5.2%				
District 2 - Capital Region		5.9%	4.0%				
District 3 - South Central		4.7%	4.3%				
District 4 - Evangeline		5.5%	5.3%				
District 5 - Imperial Calcasieu		6.4%	4.9%			To Be Set	
District 6 - Kisatchie-Delta		7.4%	5.5%				
District 7 - CDC (Shreveport)		7.4%	5.5%				
District 8 - North Delta (Monroe)		8.6%	4.6%				
Louisiana		6.1%	5.6%				
United States		4.9%	4.9%				
3.2.3: Poverty rate national ranking (among the 50 states)	1996	50	49 (2001)	45	40	35	25
3.2.4: Poverty rate			(2000-est)				
District 1 - New Orleans area		25.0%	19.6%				
District 2 - Capital Region	1993	21.7%	17.1%				
District 3 - South Central		21.2%	17.4%				
District 4 - Evangeline		24.9%	19.4%				
District 5 - Imperial Calcasieu		20.4%	19.6%				
District 6 - Kisatchie-Delta		23.4%	20.2%			To Be Set	
District 7 - CDC (Shreveport)		24.1%	20.4%				
District 8 - North Delta (Monroe)		28.1%	23.5%				
Louisiana		23.90%	19.1%				
United States		15.10%	11.9%				

Objective 3.3 - To have safe homes, schools, and streets throughout the State	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.3.1: Index crime rates Overall Rate National Rank Violent Rate National Rank Property Rate National Rank		 6,676 4th highest 1,007.4 2nd highest 5,668.6 7th highest	(2000) 5,422.8 4th highest 681.1 7th highest 4,741.7 5th highest			To Be Set	
3.3.2: Fatal and non-fatal injuries (persons) per 1,000 registered vehicles	1996	26.61	(1999) 22.99	22.50	19.91	17.62	15.6
3.3.3: Number of truck parking spaces at State-maintained rest areas	1997	380	(2000) 352	380	471	565	600
3.3.4: Percentage of State-maintained rest areas with 24-hour security	1998	0%	(2001) 100%	100%	100%	100%	100%
Objective 3.4 - To have a safe and healthy environment for all citizens	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.4.1: Number of State air monitoring stations and parishes not meeting National Ambient Air Quality Standards Non-attainment stations Non-attainment parishes Total state exceedance days	1997	 6 5 8	(2001) 1 5 1	 0 0 7	 0 0 7	 0 0 6	 0 0 5
3.4.2: Pounds of toxic chemicals released to air per million dollars of Gross State Product TRI gross pounds Core criteria TRI gross pounds	 1997 1997	 818 768	(1999) 543 512	 800 750	 781 733	 762 715	 743 698

3.4.3: Acres closed to oyster harvesting due to water pollution (in thousands)	1997	4,800	4,800 (2001)	1,400	1,370	1,330	1,290
3.4.4: Percentage of groundwater public water systems that participate in the Well Head Protection Program	1997	32.5%	12.7%	47.5%	62.5%	77.5%	92.5%
3.4.5: Pounds of toxic chemicals released to surface water per million dollars of Gross State Product			(1999)				
TRI gross pounds	1997	273	116	267	261	255	248
Core criteria TRI gross pounds		210	16	205	200	196	191
3.4.6: Annual number of sites returned to active commerce through EPA's Brownfields project and/or LDEQ's Voluntary Clean-Up Program	1997	9	9 (1997)	14	24	29	34
3.4.7: Solid waste management classified as follows:							
Number of government subdivisions reporting recycling programs	1996	16	(2000) 20	20	25	31	39
Number of private companies and government subdivisions reporting permitted beneficial reuse/composting facilities	1996	24	29	30	38	47	50
3.4.8: Percentage of Louisiana assessed water bodies fully supporting their designated uses	1997	66.4%	(1999) 19.9%	68.1%	69.7%	71.4%	73.0%
3.4.9: Number of fishing and swimming advisories:							
Number of health advisories			(2000)				
Stream miles affected, excluding the miles of Lake Pontchatrain south shore beaches	1997	26	33	25	23	22	21
Lake area affected (square miles)	1997	536.12	734	509.31	482.51	455.7	428.9
	1997	72.54	78.31	68.91	65.29	61.66	58.03

Objective 3.5 - To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.5.1: Amount of State-owned lands for natural resource management:			(2001)				
Dept. of Wildlife & Fisheries	1997	657,866	791,618	708,000	758,000	808,000	858,000
Dept. of Parks & Recreation	1997	39,000	36,118 (1999)	52,000	65,000	78,000	91,000
3.5.2: Total Louisiana species listed as:			(2001)				
Threatened	1995	11	11	10	9	8	7
Endangered	1995	22	22	21	20	19	18
Rare Plants	1997	323	323	320	318	316	314
3.5.3: Coastal prairie restoration:							
Remaining acreage of coastal prairies	1997	250	100 (2000)	250	250	250	250
Protected acreage of coastal prairies	1997	50	0 (2000)	100	300	600	900
Restored acreage of coastal prairies	1997	95	5 (2000)	1,000	5,000	10,000	15,000
3.5.4: Restoration of inland wetlands (in acres)	1997	15,000	20,000 (2000)	90,000	165,000	240,000	315,000
3.5.5: Cumulative acres of coastal wetlands loss that will be prevented by projects:			(2001)				
Constructed to date	1998	8,985	44,784	44,925	89,850	134,775	179,700
Authorized to date		14,975	122,172	74,875	149,750	224,625	299,500

New: Preservation & enhancement of the Atchafalaya Basin:			(2001)				
-Acreage protected, restored, improved, or opened for public access	2000	0	10,700	15,000	37,500	56,000	75,000
-Number of recreational & tourism facilities constructed and opened	2000	0	1	2	4	6	8
3.5.6: Restoration of Longleaf Pine forest (cumulative acres)	1998	6,000	(1998) 6,000	36,000	66,000	96,000	126,000
3.5.7: Outdoor recreation State parks visitation (in millions)	1998	1.44	(2000) 1.97	1.62	To be set		
3.5.8: Number of educational programs related to the music industry within Louisiana school systems, including music history curricula in primary and secondary schools, and music business-related curricula in technical colleges, universities, and law schools	1998	2	(2001) 2	10	12	15	16
3.5.9: Number of graduates of higher education programs in music business-related curricula	1998	0	(2001) 0	20	40	50	60
3.5.10: Economic impact of the film and video industry (in millions)	1998	$65	(2001) $30	$100	$150	$215	$300
3.5.11: Number of educational curricula dealing with or related to the film and video industry	1998	1	(2001) 2	3	5	6	6
Objective 3.5 - To support and expand the tourism industry throughout the State	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.6.1: Number of visitors to Louisiana (in millions):			(2000)				
Louisiana residents	1997	6.8	5.7	8.1	9.4	10.3	11.9
Out of state	1997	18.1	17.4	21.6	25	29	34.7
International	1997	0.6	0.6	0.72	0.83	0.96	1.1

3.6.2: Visitor spending: Total (in billions) Retail spending by international visitors using the Louisiana Tax Free Shopping Program (in millions)	1997	$7.4 $37.2	$8.7 $31.0	$8.8 $42.8	$10.2 $48.1	$11.9 $54.1	$13.8 $60.9
3.6.3: Employment generated by tourism	1997	106,000	(2000) 120,600	119,000	132,000	146,000	161,000
3.6.4: Number of Louisiana welcome center registered visitors (in millions)	1998	1.71	(2001) 1.62	1.97	2.28	2.64	3.06
Objective 3.7 - To improve the quality of life of Louisiana's children	**Baseline**						
	Date	**Amount**	**Update***	**2003**	**2008**	**2013**	**2018**
3.7.1: Percentage of children without health insurance	1995	20.2%	(2000) 18%	13.0%	11.0%	9.0%	7.0%
3.7.2: Infant mortality rate (per 1,000 live births)	1995	9.8	(2000) 8.9	8.8	7.6	6	5
3.7.3: Child death rate (per 100,000 children ages 1-14)	1995	36	(2000) 30.9	33	30	27	25
3.7.4: Percentage of children in: Poverty Extreme poverty	1995 1995	35% 18%	(2000) 27.1% 14.5% (1998)	To be set			

*Update refers to the most recent data available

**District 1 – New Orleans, includes Jefferson, Orleans, Plaquemines, St. Bernard, and St. Tammany parishes
District 2 – Capital Region, includes Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee, St. Helena, Tangipahoa, Washington, West Baton Rouge, and West Feliciana parishes
District 3 – South Central, includes Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne parishes
District 4 – Evangeline, includes Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermillion parishes
District 5 – Imperial Calcasieu, includes Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis parishes
District 6 – Kisatchie-Delta, includes Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon, and Winn parishes
District 7 – CDC (Shreveport), includes Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, and Webster parishes
District 8 – North Delta (Monroe), includes Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouchita, Richland, Tensas, Union, and West Carroll parishes

Appendix D

Benchmark Explanations

Goal One:

To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objective 1.1 - To involve every citizen in a process of lifelong learning

1.1.1
Number of adults enrolled in non-GED educational programs sponsored by the Division of Adult Education and Training in the Department of Education

Explanation: This benchmark will measure the number of adults who are serviced by the educational programs provided by the Division of Adult Education.

Rationale: Louisiana adults have some of the lowest skills in the nation. This lack of skills keeps many of our adults from getting jobs. In fact, a large number of our adults lack basic skills in reading, numeracy, writing and communication, and this lack of skills prevents them from advancing in much needed training programs.

Target: To be set.

Data Source: Division of Adult Education

Objective 1.2 - To raise levels of language and computational competencies by high school graduation

1.2.1
Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system

Explanation: Beginning summer 1999, every elementary and middle school in Louisiana will receive a baseline School Performance Score (high schools will receive their baseline scores during summer 2001). Each school will be expected to meet an established Growth Target every two years as part of their journey toward meeting set 10 and 20-year goals. Rewards and consequences will be provided based upon each school's growth.

Rationale: The new school accountability system and its associated consequences are the biggest drivers of school improvement efforts in Louisiana. The entire system is focused on growth toward established goals, thus collecting information on how well schools are meeting their established Growth Targets every two years is essential.

Target: The State Board of Elementary and Secondary Education (BESE) has adopted 10 and 20-year goals for the K-12 education system, focused on four indicators: student achievement on State LEAP 21 tests; student achievement on the national Iowa Tests; student attendance; and the dropout rate. Each school's performance scores and growth targets, driven by these indicators, will ultimately move the state toward achieving our educational goals.

Data Source: Data for this benchmark is being collected by the Department of Education and will be reported to the public each summer, beginning summer 2001.

1.2.2
Percentage of 2nd graders who read at or above the 2nd grade level at the end of the year

***Explanation*:** This benchmark measures the effectiveness of instruction, specifically in reading, in kindergarten, first and second grade in Louisiana's public schools.

***Rationale*:** Countless studies have shown the negative impacts both socially and academically on children who are unable to read by the end of the third grade. Louisiana will invest significant resources over the next few years on K-3 reading programs. It is important to benchmark the progress of these efforts early in the process. If our educational system does not prepare students properly during the early grades, it is impossible to expect students to be able to read at the third grade level at the end of the third grade. It is imperative that Louisiana focuses more effort on these K-3 reading programs and that the programs' effectiveness be measured and benchmarked early in the process.

Target: Professional judgment used.

Data Source: Louisiana Department of Education

1.2.3

Percentile rank of the Average Standard Score of 3rd graders on nationally-normed Iowa Tests, using each student's composite score

***Explanation*:** This benchmark measures the performance of Louisiana's third graders against the national average on nationally administered norm referenced tests.

***Rationale*:** Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the results of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: Professional judgment used.

***Data Source*:** The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.4

Percentage of 4th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that began in Louisiana in 1999 for math and English/language arts. Science and social studies will be phased-in beginning in 2000.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the State's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: Professional judgment used.

***Data Source*:** Louisiana Department of Education

1.2.5

Percentile rank of the Average Standard Score of 6th graders on nationally-normed Iowa Tests, using each student's composite score

Explanation: This benchmark measures the performance of Louisiana sixth graders against the national average on nationally administered norm referenced tests.

Rationale: Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the *results* of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: Professional judgment used.

Data Source: The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.6

Percentage of 8th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that began in Louisiana in 1999 for math and English/language arts. Science and social studies will be phased-in beginning in 2000.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the state's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: Professional judgment used

***Data Source*:** Louisiana Department of Education

1.2.7

Percentile rank of the Average Standard Score of 9th graders on the nationally-normed Iowa Tests, using each student's composite score

Explanation: This benchmark measures the performance of Louisiana's ninth graders against the national average on nationally administered norm referenced tests.

Rationale: Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the *results* of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: Professional judgment used.

Data Source: The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.8

Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that began in Louisiana in 2001 for high school math and English/language arts and in 2002 for science and social studies.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the State's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: Professional judgment used.

***Data Source*:** Louisiana Department of Education

1.2.9
Louisiana's average ACT score as a percentage of the national ACT average

***Explanation*:** This benchmark measures the effectiveness of Louisiana's K-12 education system in preparing our students to enter college.

***Rationale*:** This is another indicator of the results of education in Louisiana and the performance of Louisiana's schools.

Target: To increase to 105 percent of the national average by 2018.

***Data Source*:** American College Testing scores and the Louisiana Department of Education

Objective 1.3: To increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture

1.3.1
The average Louisiana teacher salary
K-12
Higher Education

***Explanation*:** For K-12, this benchmark measures the average teacher salary in Louisiana against the average teacher salary in the United States, shown as rank among the states (47th in 1997).

For higher education, the data used are the weighted average salaries and salary rankings of full-time faculty at four year public institutions (1997-98) collected by the Southern Regional Education Board (SREB). Louisiana salaries for all types of full-time faculty members (full, associate, and assistant professors and instructors together) are 82 percent of the national average. Information on national rank is not available. Comparing Louisiana to other SREB states, Louisiana salaries are 88 percent of the SREB average, and Louisiana ranks 15th (of the 15 SREB states).

Action Plan 2002 update: Postsecondary (Higher) Education : The average pay of full-time faculty members 1998-99 (national data). The national average of Public Higher Education Institutions $53,651. Louisiana's average is $43,340, or 81% of the National Average. National Ranking: 46/50. These figures cover full-time members of the instructional staff on 9-10 month contracts only. Those faculty members account for about 85% of all full-time college professors. Figures do not include medical school faculty members. The average for all faculty includes the categories of instructors, lecturers, and faculty members without ranks. (U.S. Department of Education)

Using SREB data, the weighted average salaries and salary rankings of full-time faculty at four year public institutions (2000-2001) are collected by the Southern Regional Education Board (SREB). Comparing Louisiana to other SREB states, Louisiana salaries are 83 percent of the SREB average (Louisiana ranks 16th of the16 SREB states.)

***Rationale*:** The key to building a world class educational system is attracting and retaining high quality, motivated teachers. Substantially raising teacher pay is not a short-term improvement tool. Education in Louisiana must be transformed into a career of choice for talented young adults who are making decisions about their futures. Possibly the most important factor in making education the career of choice is the average teacher salary. Louisiana should not be content being competitive with other southern states. Louisiana should make the commitment to attract our best and brightest into making education the career of choice by measuring how it pays its teachers against all of the other 49 states.

Target: To reach a national rank of 20 by 2018.

***Data Source*:** For K-12, Louisiana Department of Education. For higher education, the Southern Regional Education Board (SREB), 1997-98 data (Table 22).

1.3.2
The average Louisiana per-pupil spending
K-12
Higher Education

Explanation: For K-12, this benchmark compares the amount the State of Louisiana spends per student to the national average, shown as Louisiana's rank among the 50 states.

For higher education, this benchmark measures the amount the State of Louisiana spends per full-time-equivalent student in four-year public higher education institutions, shown as rank among the 50 states (47^{th}). These data, from the U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS), are for 1994-95, which are the most recent national data available.

For postsecondary education, updated information on Louisiana's national rank are not available. However, the Southern Region Education Board (SREB) does have data for the 16 southern states it covers. The SREB average for public funds for instruction per FTE student for 2000-01 is $6,288. Louisiana's average spending per FTE is $3, 699. Louisiana ranks 16^{th} of the 16 SREB states.

***Rationale*:** Every state in the United States measures per-pupil spending. Per-pupil spending is an input measurement rather than an output measurement. The Louisiana Louisiana Economic Development Council does not believe that a high level of per-pupil spending automatically creates high student achievement but is concerned that the State of Louisiana continues to make K-12 and higher education a priority. The extent to which education is a priority can be, in part, measured by investment in education by all levels of government.

Target: To increase to a rank of 20 among the 50 states by 2018.

***Data Source*:** For K-12, the Louisiana Department of Education. For higher education, the U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS), January 1998.

Objective 1.4: To eliminate functional illiteracy

1.4.1

Percentage of adults who read at or above the 8^{th} grade level

***Explanation*:** This benchmark measures our population's overall ability to read and write at a functional level.

***Rationale*:** A population that is unable to read and write is simply unable to compete for jobs in the 21^{st} century.

Target: To increase to 100 percent by 2018

***Data Source*:** State of Louisiana, *1997 State of the State*

Objective 1.5: To have a well-articulated system of post-secondary education whose institutions are active participants in economic development enterprise

1.5.1

Annual licensing revenues received by all universities

Explanation: Licensing revenues provide an indication of the level of technology management and licensing of technology developed at Louisiana universities. It should be noted that 90 percent ($4.9 million) of the 1995 licensing revenues are from Tulane University. Of the remaining 10 percent, nine percent are from LSU Baton Rouge and the remainder from UNO.

Rationale: Louisiana universities receiving state funds have an inherent interest, if not an obligation, to commercialize any technology developed at those institutions for the benefit of the state. Leading-edge technology developed at these universities and transferred to existing businesses can enhance their competitiveness as well as provide revenue in the form of royalties to the universities and faculty. Alternatively, such technology may serve as the basis for new Louisiana-based companies leading to economic diversification within the State.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

Objective 1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

1.6.1
Percentage of Louisiana residents, 18 to 25, with a high school degree or GED equivalent

***Explanation*:** This is a measure of the high school degree or equivalent educational attainment of all Louisiana citizens ages 18 to 25.

***Rationale*:** As technology increases, Louisiana's ability to compete will be based upon a population with a continuously increasing educational attainment level. High school or equivalent completion is a baseline measurement for that continued improvement.

Target: Ninety-five percent by 2018.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.2
Percentage of Louisiana residents, over age 25, with a high school degree, equivalent or GED

***Explanation*:** This is a measure of the high school degree or equivalent educational attainment of all Louisiana citizens over the age of 25.

***Rationale*:** As technology increases, Louisiana's ability to compete will be based upon a population with a continuously increasing educational attainment level. High school or equivalent completion is a baseline measurement for that continued improvement. The likelihood of an individual completing a high school equivalency after age 25 decreases dramatically.

Target: Eighty-five percent by 2018.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.3
Percentage of Louisiana residents who have graduated from a four-year college or university

***Explanation*:** A measurement of the percentage of Louisiana residents who have earned a B.A. or B.S. degree.

***Rationale*:** An educated population is a state's greatest economic development tool. As we move into the 21st century, it is generally accepted that a larger percentage of available or newly created jobs will require at least a four-year college degree.

Target: The percentage will increase from 16 percent in 1993 to 26 percent in 2013.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.4
Percentage of residents who have graduated from a two-year technical or community college

***Explanation*:** This benchmark measures the percentage of Louisiana residents who have completed or furthered their education at the state's developing technical college and community college system.

Action Plan 2002: While we do not currently have baseline data for this benchmark, a similar benchmark is being measured by the U.S. Department of Commerce, Office of Technology Policy and published in *The Dynamics of Technology-Based Economic Development, State Science & Technology Indicators.* The similar benchmark, "associate

degrees granted as a percent of the 18-24 year old population (1997-98) shows that only 1.01% of Louisiana's 18 to 24 year olds held an associates degree, ranking Louisiana 50th among the 50 states.

***Rationale*:** As the job skills required for employment in the 21st Century continue to become more complex, the type of education provided by our technical and community colleges is increasingly more important in providing a trained workforce for Louisiana. In 1998, estimates are that Louisiana has a low percentage of graduates from these types of institutions as compared to other states. Technical training and community college training must be flexible and job-specific. This benchmark will be one of the most critical indicators that measure Louisiana's ability to compete in a global economy.

Target: To be set.

***Data Source*:** The Louisiana Board for Technical and Community Colleges

Objective 1.7 - To have a business community dedicated to the ongoing education of its employees

Objective 1.8 - To improve the efficiency and accountability of governmental agencies

GOAL TWO:

To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization.

Objective 2.1 - To build upon the successes of Louisiana's existing economic strengths, including oil and gas, petrochemicals, shipbuilding, and aerospace

2.1.1 & 2.1.2
Manufacturing employment
Wholesale trade employment

Explanation: An indicator of growth in employment in two keys sectors of the Louisiana economy.

The 2001 update (175,678) for manufacturing employment (Benchmark 2.1.1) is most recent Covered Employment data available at the time of this writing. It is the average employment for the second quarter 2001.

Rationale: To achieve economic diversification and progress, significant employment growth in these sectors is not only achievable for Louisiana, but desirable. If Louisiana is maintaining a competitive and diversified economy, employment growth in these two sectors should be steady.

Target: Maintain a 4 percent growth every 5 years in manufacturing and a 7 percent growth every 5 years in wholesale trade employment.

Data Source: Louisiana Department of Labor - Labor Market Information

2.1.3
National rank of exports

Explanation: An important indicator of Louisiana's relative traded sector strength in a competitive world economy.

The data shown in *Action Plan 2002* for national rank of exports (13th in 2001) show a substantially higher rank for Louisiana than previously shown. The data source used for the baseline data no longer tracks export data. The *Action Plan 2002* update data are taken from the MISER foreign trade database, which publishes export data annually for all states and all commodities. The series used is origin of movement. This database will be used in the future to update this benchmark.

Rationale: A primary way to diversify and strengthen Louisiana's economy is to increase global trade.

Target: To improve state ranking to the top 20 of all the states.

Data Source: Louisiana Economic Census, Export Statistics; 2001 update from MISER.

Objective 2.2 - To maintain and increase emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness

2.2.1
Gross farm, forestry and fishery income

***Explanation*:** This figure measures the total income derived from farming, forestry and fishery production in the State of Louisiana.

***Rationale*:** This is a good overall measure of the important contribution that agriculture makes to the state's economy. Growth in total gross farm, forestry and fishery income has averaged approximately 5% per year over the last ten years.

***Target*:** It is assumed that overall growth in this area will be at least equal to the historical average when adjusted for inflation (which for this report is assumed to be constant at 3%/year).

***Data Source*:** 1996 Louisiana Agricultural Summary, Louisiana Cooperative Extension Service

2.2.2
Value added

***Explanation*:** This measures the impact of processing after the various agricultural commodities are harvested.

***Rationale*:** This indicator further illustrates the contribution that Louisiana farmers, ranchers, foresters and fishermen make to the economy of the State of Louisiana.

***Target*:** It is assumed total growth in this indicator (including an inflation adjustment of 3% per year) will equal 6% per year through the year 2008 and then increase another .5 % per year (to 6.5%/yr.) through the year 2018.

***Data Source*:** 1996 Louisiana Agricultural Summary, LCES

2.2.3
Total number of agribusiness firms

***Explanation*:** This indicator tracks the total number of firms that comprise our vital agricultural industry.

The updated number of firms used in *Action Plan 2002* is substantially less than the baseline data and targets. The baseline data used in *Louisiana: Vision 2020* counted additional SICs. The LSU Agricultural Center, which provided the original data, now suggests that fewer SICs should be used in this count, and the baseline numbers and targets will be adjusted at the first opportunity.

***Rationale*:** This indicator can be used as a measure of the overall impact of the agricultural industry on Louisiana's economy.

***Target*:** Assumes that the future growth rate will be at least equal to the historical average of 1.5% per year.

***Data Source*:** County Business Patterns, 1994, Bureau of the Census.

2.2.4
Total employment in agribusiness firms

Explanation: This indicator measures the total growth in agribusiness employment in the State of Louisiana.

The updated number of employees used in *Action Plan 2002* is a total for covered employment and wages for agriculture forestry and fishing, food & kindred products, lumber & wood products, furniture & fixtures, paper & allied products, and food stores – provided by the Louisiana Department of Labor. The baseline data used in *Louisiana: Vision 2020* counted additional SICs. The LSU Agricultural Center, which provided the original data, now suggests that fewer SICs should be used in this count, and the baseline numbers and targets will be adjusted at the first opportunity.

Rationale: This benchmark serves as a good measure of the economic growth rate in the agribusiness sector.

Target: Due to increased emphasis on value added processing and the impact of agricultural research, it is expected that the growth rate in employment will be significantly higher than the historical average (1.3% per year). The target rate will be set at 2% per year.

***Data Source*:** Louisiana Department of Labor, Quarterly Report of Employment and Wages, March 1997.

2.2.5
Total value of agricultural exports

Explanation: This benchmark measures the dollar value of all agricultural products exported from Louisiana.

Note: The 1999 update numbers are for total agricultural exports through Louisiana.

Rationale: Louisiana's agricultural economy reaches far beyond farm sales and personal income to farmers. Agricultural products are marketed internationally and domestically, and the income generated in the process benefits the entire state.

Target: It is anticipated that the investment in research and extension efforts will continue to pay dividends in the form of future increases in the value of agricultural exports at least equal to 5% per year.

Data Source: Baseline data: USDA-NASS Reports, 1995. *Action Plan 2000* update: US Bureau of the Census, Foreign Trade Division.

2.2.6
Annual number of acres of timberland/wetlands reforested

***Explanation*:** Forests are one of Louisiana's greatest renewable resources. Sustaining forests will enhance economic development and environmental quality for generations to come. Efforts and incentives to reforest lands suitable for growing trees come through several federal, state and private initiatives. This includes planting of hardwoods (oaks, etc.), as well as pine species.

Target: 180,000 acres of hardwood and pine reforested per year by 2008, leveling off to 170,000 acres per year in 2018.

Data Source: Louisiana Department of Agriculture and Forestry, Office of Forestry.

Objective 2.3 - To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail

2.3.1
Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)

Explanation: This measures the State's commitment to working with the private sector and local government officials to develop and implement plans covering all modes of transportation that will, among other things, strengthen Louisiana's existing economy and foster additional growth.

Rationale: Through the Intermodal Surface Transportation Efficiency Act of 1991, Congress mandated that states prepare statewide Intermodal transportation plans. Recognizing that such a requirement represented a new venture for most states, Congress directed the U. S. Department of Transportation to select up to six states to develop model statewide Intermodal plans to guide other states. Louisiana submitted a proposal to develop a model plan and won one of the six grants. The Department of Transportation and Development, in cooperation with the Department of Economic Development and numerous other public and private transportation stakeholders, developed a 25-year Statewide Intermodal Transportation Plan. The plan is primarily focused on economic development.

DOTD adopted the plan in March 1996 as the State's official transportation plan. Subsequently, through Executive Order Number MJF 96-77, the Governor created the Statewide Intermodal Transportation Plan Steering Committee to oversee the implementation effort. The plan will be updated periodically.

Target: The State needs to implement as many elements of the plan as practicable; however, since it is a 25-year plan, it is not reasonable to expect all elements to be fully implemented or funded in 20 years.

Data Source: Information on the extent of progress made in implementing the plan can be obtained from the Secretary of DOTD who serves as chair of the seven-member Steering Committee.

2.3.2
Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)

Explanation: This measures progress on completing the projects contained in the Transportation Infrastructure Model for Economic Development (TIMED).

Rationale: TIMED is a statewide plan containing sixteen specific transportation projects of which only three have been fully implemented. The TIMED plan is financed through a dedicated tax of four cents per gallon levied on all gasoline, motor fuels, and special fuels. The tax was enacted in 1989 with an effective date of January 1, 1990 and was scheduled to expire December 31, 2004. In 1998, the tax was extended indefinitely to ensure completion of all of the projects. The intent of the TIMED plan is to stimulate economic development in Louisiana through an investment in transportation infrastructure.

Target: Current analyses indicate that the dedicated tax will be needed through the year 2023; therefore, it is not reasonable to expect that all projects will be completed by 2018.

Data Source: Information on the progress of implementing the TIMED projects, including the latest cost estimates and schedules, can be obtained from the Department of Transportation and Development.

2.3.3
Percentage of Louisiana road and street mileage under State control

Explanation: This measures the progress made in decentralizing government in regards to the administration of public roads and streets.

Rationale: One of the problems identified in the internal and external assessment of the State conducted by the Louisiana Economic Development Council is that: "There is a tendency in Louisiana to centralize the functions of government,

moving programmatic control away from the local level." The concept of devolving responsibility for the maintenance, operation, and improvement of roads and streets from state government to local government generated considerable discussion in the development of the Louisiana Statewide Intermodal Transportation Plan. The general consensus is that the State Highway System is too large, containing many routes which do not serve inter-city, inter-regional, or interstate freight or passenger transportation needs. The percent of public road and street mileage under state control in Louisiana significantly exceeds the national average. Comparative statistics for 1996 show Louisiana with a total of 60,667 miles of public roads and streets. Of this, 27.5 percent (16,675 miles) are under State administration compared with a national average of only 22.8 percent (unweighted; 19.6 percent weighted). The goal is to reduce the mileage on the State Highway System to about 20 percent of the total (i.e., reduce from 16,654 to 12,000 out of 60,000+ miles).

Reducing the size of the State Highway System will require a commensurate increase in funding for non-state road and street maintenance. One mechanism for accomplishing this is through the Parish Transportation Fund. However, it should be noted that municipalities do not currently receive monies from the Parish Transportation Fund. The primary advantages of devolution are that local governments would have greater control over transportation decision making and that the State could focus on the primary highway system only.

Target: The State needs to reduce the extent of the State Highway System to about 20 percent of all public road and street mileage in Louisiana over the next 10 years.

Data Source: Statistics on the extent of the State Highway System in relation to total public road and street mileage in Louisiana are available from the Department of Transportation and Development. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Table HM-81. The lag period for updates of this publication is approximately two years.

2.3.4
Louisiana miles of freeway per million in population

Explanation: This measures the extent of the freeway system (i.e. Interstate-type highways) in relation to the state's population.

Rationale: Of any class of highways, freeways provide the greatest levels of efficiency, safety, and reliability in the movement of people and goods. Freeways are essential for the transport of raw materials and finished products. A well developed freeway system is also essential for international and domestic trade. Further, proximity to freeways is consistently cited by businesses as one of the most important factors in location decisions. The importance of this class of highways to the economy was noted in the final report (April 1995) of the Select Council on Revenues and Expenditures (SECURE). A number of new freeway projects are called for in the Louisiana Statewide Intermodal Transportation Plan including the extension of I-49 to the north and to the south. At present, Louisiana is below the national average in miles of freeway per million capita. Statistics for 1996 show that Louisiana has 209 miles of freeway per million capita compared with the national average of 213 miles per million capita.

Target: The goal is to increase the freeway system to 240 miles of freeway per million in population within 20 years. This will require that the State increase its freeway mileage from 910 miles to approximately 1150 miles.

Data Source: Statistics on the extent of Louisiana's freeway system can be obtained from the Department of Transportation and Development; the latest population figures can be obtained from the State Demographer in the Division of Administration. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Tables HM-35 and FI-2. The lag period for updates of this publication is approximately two years.

2.3.5
Percentage of highway miles with pavements in poor condition

Explanation: This measures the progress in maintaining and improving the condition of highway pavements in Louisiana.

Rationale: Poor highway pavements contribute to a negative image of Louisiana as well as leading to increased vehicle repairs, increased freight damage, and a general decrease in highway safety. A well-maintained highway system is critical to the state's economy including tourism and the transport of products to market. Statistics for 1996 show that 27.1 percent

of the highway miles in Louisiana have pavement in poor condition compared with 16.7 percent of all highway miles in the United States.

Target: The goal is to reduce the highway miles with poor pavements to just below the current national average in twenty years.

Data Source: Statistics on pavement condition are from the Highway Performance Monitoring System maintained by the Department of Transportation and Development. The pavement condition for highways classified as Interstate, Other Principal Arterial, and Rural Minor Arterial are based on the International Roughness Index (IRI of 171 or more is considered poor for Interstates; IRI of greater than 220 is considered poor for Other Principal and Minor Arterials). The pavement condition for highways classified as Urban Minor Arterial, Rural Major Collector, and Urban Collector are based on the Present Serviceability Rating (PSR of 2.7 or less is considered poor for Urban Minor Arterials; PSR of 2.5 or less is considered poor for Rural Major and Urban Collectors). Highways classified as Rural Minor Collector and Local are excluded. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Tables HM-63 and HM-64 (data required correction). The lag period for updates of this publication is approximately two years.

2.3.6
Structurally deficient bridges (percentage of total of all bridges based on deck area)

Explanation: This measures the progress in maintaining and improving the condition of highway bridges in Louisiana.

Rationale: Structurally deficient bridges, if left unrepaired, will require the posting of lower and lower load limits, and will eventually have to be closed. Lower load limits and eventual closure can cause gross inefficiencies in highway operations, particularly for trucks. The rerouting of traffic to adjacent bridges increases travel time and transportation costs which results in increased costs to business and industry. A well-maintained highway system is critical to the state's economy including, tourism and the transport of products to market.

Since bridges are of vastly different sizes (e.g., a local two-lane bridge over a drainage canal versus the I-10 bridge over the Atchafalaya Basin), the measure selected for use here is the deck area of structurally deficient bridges in relation to the total deck area of all bridges expressed as a percentage. While a number of bridges are rehabilitated or reconstructed each year to address structural deficiencies, other bridges become structurally deficient. Further, due to the dates of construction, many Interstate highway bridges (which are typically larger in size) will be in need of rehabilitation or reconstruction around the year 2020. Therefore, reducing the percentage of structurally deficient bridges (based on deck area) and then maintaining it at a low level will require a concentrated effort, but is critical to the long-term economic well-being of Louisiana.

Target: Nearly 3,000 of the 13,700+ bridges in Louisiana are structurally deficient; however, since most of them are relatively small, these bridges only constitute 7.9 percent of the total deck area of all bridges. The goal is to reduce the number of structurally deficient bridges to no more than five percent based on deck area.

Data Source: Statistics on bridge condition are available from the Department of Transportation and Development.

2.3.7
Number of parishes with a public transportation system

Explanation: This measures the number of parishes with a public transportation system.

Rationale: The success of the State's workforce development initiatives, welfare reform, and motor vehicle insurance requirements depend on the availability of public transportation service to all citizens regardless of where they reside. Public transportation is necessary for access to education, training, and employment, particularly for people in the lower income levels (i.e. those without automobiles and those who cannot afford insurance). While 42 parishes have public transportation systems providing general service (as opposed to specialized service for the elderly and disabled), none provide complete parish wide coverage. Further, 22 parishes provide no general service.

Target: The ultimate goal is to provide basic public transportation service in all areas of the state. The first step is to establish a public transportation system in all parishes. Once established, the service area can then be expanded

incrementally to cover greater portions of the population. Some funding for public transportation is currently provided from federal sources, through the Parish Transportation Fund, and through state funded programs.

Data Source: Statistics on public transportation services in Louisiana are available from the Public Transportation Division of the Department of Transportation and Development.

2.3.8 & 2.3.9
Number of Louisiana ports in top 10 US ports (based on total cargo tonnage)
Number of Louisiana ports in top 20 US ports (based on total cargo value)

Explanation: These measure the health of the port industry in Louisiana.

Rationale: Ports play a vital role in Louisiana's economy facilitating both international and domestic trade for both the state and the nation. Louisiana's ports are some of the largest in the world as measured in both cargo tonnage and cargo value. However, we face fierce competition from ports in other states; therefore, maintaining our current standing will be extremely difficult. As the economy becomes increasingly global, Louisiana's ports can become even greater assets. Cargo tonnage is an effective measure of the overall level of activity at our ports. However, high value cargo is also a very important measure since it typically generates higher employment than bulk cargo.

Target: The goal is to maintain and improve the state's strong position as a load center for both international and domestic cargo.

Data Source: For cargo tonnage rankings, reference is made to Waterborne Commerce of the U.S. - Calendar Year 1995, U.S. Army Corps of Engineers. For cargo value rankings, reference is made to U.S. Waterborne Exports and Imports Annual 1995, Report TA 985-96, U.S. Bureau of the Census.

2.3.10
Number of public rail/highway at-grade crossings with active warning devices

Explanation: This measures the progress made in improving railroad efficiency, safety, and reliability through the installation of active warning devices (i.e., gates and flashers) at public railroad/highway at-grade crossings.

Rationale: The installation of active warning devices at railroad/highway at-grade crossings has traditionally been viewed as a means of improving highway safety, which it does. Frequently overlooked, however, is the severe adverse affect that these crossings have on railroad efficiency, safety, and reliability. Louisiana industry is highly dependent on railroads for the transport of raw materials and finished products. The installation of active warning devices reduces liability for both the railroads and government, and enhances the efficiency and reliability of freight rail service. In addition, active warning devices can greatly reduce the number of accidents at these crossings which in turn reduces the likelihood of train derailments. The state has over 3300 public railroad/highway at-grade crossings of which only 1170 have active warning devices. Louisiana currently has one of the worst crossing safety records in the country.

Target: The goal is to close approximately 25 percent of the public crossings and to provide active warning devices at nearly all of the remaining crossings by the year 2018.

Data Source: Statistics on railroad/highway at-grade crossings are available from the Department of Transportation and Development.

2.3.11
Number of parishes with limited or no freight railroad service

Explanation: This measures access to freight railroad services for industrial recruitment.

Rationale: Louisiana, like many other states, has been losing rail lines. Over six hundred miles of track have been abandoned in the last ten years. Once rail service is lost for a particular region of the state, it is extremely difficult to have it re-established. The economic development potential of that area is then reduced (i.e., no industries requiring rail service can be recruited to the area). Presently, seven parishes have no railroad service. An additional four parishes have ten or fewer miles of track. In 1996, the federal government abolished the Local Rail Freight Assistance Program which was a

program of assistance to keep light density railroad lines viable. However, there are a number of programs the State can initiate to help retain light density railroad lines such as establishing a revolving loan fund for infrastructure rehabilitation and providing grants to fund truck/rail Intermodal facilities.

Target: The goal is to prevent the total loss, or extreme reduction, of freight railroad services in any more parishes.

Data Source: Information on the availability of freight railroad service can be obtained from the Department of Transportation and Development.

2.3.12
Number of foreign cities with direct air service from Louisiana

Explanation: This provides a measure of the international commercial air service available at Louisiana's airports.

Rationale: The number of foreign cities with direct commercial air service from Louisiana is indicative of our ability to conduct business in the global marketplace, attract foreign investment, and attract foreign tourists. Increasing international air service will facilitate international trade in goods and services, and enhance tourism.

Target: The goal is to expand the number of foreign cities which can be reached through direct flights from Louisiana. This can be achieved with some infrastructure improvements and an aggressive marketing/recruitment program.

Data Source: Information on the level of international commercial air service available in Louisiana can be obtained from the Department of Culture, Recreation, and Tourism, or from the Aviation Division of the Department of Transportation and Development.

2.3.13 & 2.3.14
Number of Louisiana airports in top 30 US airports (based on passenger enplanements)
Number of Louisiana airports in top 30 US airports (based on air cargo tonnage)

Explanation: These measures the progress made in developing a major US airport in Louisiana.

Rationale: Major airports serve as regional and even statewide economic engines. They are of key importance in facilitating tourism and both domestic and international trade in goods and services. At present, Louisiana does not have any airports ranked in the top 30 nationally based on passenger enplanements or air cargo tonnage. New Orleans International Airport is the closest with a national ranking of 40th for passenger enplanements and 60th for air cargo tonnage.

Target: The goal is to develop a major US airport for Louisiana as measured by passenger enplanements and by air cargo tonnage. This can be achieved through airport infrastructure investment, the development of soft infrastructure such as international banking and freight brokerage, the development of ancillary facilities, and an aggressive marketing/recruitment program.

Data Source: The latest national rankings of airports based on passenger enplanements and air cargo tonnage can be obtained from the Aviation Division of the Department of Transportation and Development. Reference: FAA AC-AIS Database for 1996.

2.3.15 - 2.3.18
Number of airports which can accommodate jumbo aircraft (9,300'&>735,000#DDTWL)
Number of airports which can accommodate international jet aircraft (7,600'&>75,000#SWL)
Number of airports which can accommodate commercial jet aircraft (5,347'&>75,000#SWL)
Number of airports which can accommodate corporate jet aircraft (4,250'&>12,000#SWL)

Explanation: These measure the ability to accommodate various types of aircraft at Louisiana's airports.

Rationale: Basic airport infrastructure is essential in the recruitment of business and industry to the state; however, less than one-half of our 72 public airports can accommodate corporate jet aircraft. Far less can accommodate international or

domestic jet aircraft (passenger or cargo). Only a few of the airports in the state can accommodate the very large passenger or cargo aircraft.

Target: The State needs to expand its basic airport infrastructure to aid in the recruitment of business and industry, and to attract additional international and domestic commercial air service.

Data Source: Information on airport infrastructure in Louisiana may be obtained through the Aviation Division of the Department of Transportation and Development. References: FAA's AC 150/5300-13, Airport Design, FAA's AC 150/5325-04, Runway Length Requirements for Airport Design, FAA's Airport/Facility Directory, South Central US, 9/11/97.

2.3.19
Percentage of weigh stations fully automated

Explanation: This measures the number of truck weigh stations which have been automated to reduce delay and improve safety.

Rationale: Delays at weigh stations can be extensive resulting in additional freight shipment costs. Furthermore, delays in processing can result in queues of trucks extending into the mainline of the highway. Automation of weigh stations, including weigh-in-motion equipment and automatic vehicle identification equipment, can improve efficiency at these facilities and reduce truck queuing. Over 11,000,000 trucks were processed at the State's 12 weigh stations in 1996. At the end of 1997, none of these facilities were fully automated.

Target: The goal is to fully automate all existing weigh stations within 20 years. Full automation at new weigh stations would be provided at the time of construction.

Data Source: Statistics on the extent of weigh station automation in Louisiana may be obtained from the Department of Transportation and Development.

2.3.20
Number of parishes with an inventory of available commercial and industrial sites

Explanation: This measures the extent of inventories of commercial and industrial sites available for development.

Rationale: A current inventory of available commercial and industrial sites is essential in business and industry recruitment efforts. Such inventories should contain information on transportation access and the availability of various utilities for each site.

Target: All parishes should maintain an inventory, which should be continuously updated.

Data Source: Information on the extent of inventories of available commercial and industrial sites can be obtained from the Department of Economic Development.

2.3.21
Number of parishes with at least one designated industrial park

Explanation: This measures the number of parishes that contain at least one designated industrial park.

Rationale: Industrial parks provide attractive sites for new businesses to locate, particularly if government incentives are provided. Some parishes contain several industrial parks, while others have not designated any. Many ports and airports serve as industrial parks as well as transportation facilities. Others are located adjacent to freight rail lines or major highways.

Target: The goal is to have at least one designated industrial park in each parish by the year 2018.

Data Source: Information on the number and locations of industrial parks statewide is available from the Department of Economic Development

2.3.22
Percentage of Louisiana flood insurance policyholders receiving rate reductions

Explanation: This measures the percent of policyholders receiving flood insurance rate reductions.

Rationale: The National Flood Insurance Program provides rate reductions to policyholders in communities participating in the Community Rating System (CRS). Communities can participate in a number of activities ranging from public information to levee and dam safety inspection programs to gain flood insurance rate reductions of 5 to 45 percent. In 1997, policyholders in CRS areas received rate reductions totaling over $7 million. Reducing flood insurance premiums lowers overhead costs for business and industry, and, in effect, increases household income in many areas of the state.

Target: The goal is to increase participation in the CRS such that at least 95% of all policyholders are receiving flood insurance rate reductions by the year 2018.

Data Source: Statistics on participation in the CRS and total premium savings may be obtained through the Louisiana Department of Transportation and Development.

Objective 2.4 - To develop and implement a long-term plan for the significant improvement of Louisiana's information and telecommunications infrastructure

New 2.4.1
Percentage of households with broadband access

Explanation: This benchmark measures the percentage of households within zip codes where high-speed service is available (NOT the percentage that **purchase** high speed service), according to Federal Communications Commission data. The Southern Growth Policies Board is tracking this data for all southern states as a part of the *Invented Here* project.

Rationale: Broadband access is essential for businesses to be competitive and important for Broadband access is essential for businesses to be competitive and important for families to have access for access to information, including for educational benefits for children.

Target: Broadband access should be available to all Louisianians as soon as possible. The Council's target is for 80% of households to have broadband access by 2003 and 100% before 2008.

Data Source: Federal Communications Commission. *Deployment of Advanced Telecommuncations Capability: Second Report,* August 2000 (www.fcc.gov/broadband).

New 2.4.2
Number of Tier One Internet Gateways in Louisiana

Explanation: A Tier One Internet Gateway is a direct connection into the Internet -- no hauling of data to other access points before the traffic can enter the Internet. The logic behind this is that companies charge for the volume of traffic they haul over distance, so those states where there are Tier One Gateways have lower bandwidth charges (particularly for those with heavy traffic) than those in states where none exists.

The State of Florida has two Tier One Gateways that recently opened. BellSouth was a player in one; the other was built by a private sector concern that had cooperation from a number of carriers. Both are multi-carrier operations, and one involved enabling legislation by the state of Florida.

Rationale: A Tier One Gateway in Louisiana will reduce bandwidth costs for Louisiana businesses and consumers.

Target: The Council believes the state should establish a Tier One Gateway in Louisiana by 2003.

Data Source: NA

New 2.4.3

Percentage of the 7 public research universities connected to the research network and percentage of all other public colleges & universities connected to the research network

Explanation: This benchmark measures the percentage of the 7 public research universities and the percentage of other colleges and universities, including the community and technical colleges, connected to the Internet2 network.

Rationale: It is critical that Louisiana's public research universities and other public colleges and universities be connected to Internet2 to guarantee that they will have the capacity they require to transfer large amounts of data in order to attract and retain top quality research and teaching faculty and graduate students.

Target: Professional judgment used.

Data Source: Louisiana Board of Regents

New 2.4.4
Percentage of State agency offices connected to a single, converged Internet Protocol (IP) carrying voice, data, and video network

Explanation: This benchmark measure the percentage of State agency offices connected to a single, converged Internet Protocol network that carries voice, data, and video.

Rationale: In today's competitive environment, Louisiana government must offer services and conduct business with other state agencies, businesses, and consumers using technology that allows it to be effective and responsive to needs of these constituents.

Target: The Council believes ALL state agency offices should be connected to a single, converged IP network carrying voice, data, and video by 2008.

Data Source: Division of Administration, Office of Information Technology

New 2.4.5
Percentage of Louisiana schools and classrooms connected to a single, converged Internet Protocol (IP) carrying voice, data, and video network

Explanation: This benchmark measure the percentage of State agency offices connected to a single, converged Internet Protocol network that carries voice, data, and video.

Rationale: To be a Top-Ten State, Louisiana must be teaching its children in facilities that offer state-of-the-art classroom technology, beginning with computers, but also including broadband connectivity into classrooms, and ultimately students' desktops.

Target: To have all schools connected via a T-1 level connection – or its equivalent – by 2003 and 75% of classrooms connected by 2003.

Data Source: Louisiana Department of Education

Objective 2.5 - To increase business investment in modernization of facilities and systems

Objective 2.6 - To increase the formation, growth, and survival rates of technology-driven companies

2.6.1
Research & development expenditures per capita (percent of national average)

Explanation: Data show that on a per capita basis, the dollar amount of research and development conducted in Louisiana (private and public sectors) is only 17.5% of the national average. The goal is to increase the amount of R&D conducted by both universities and the private sector to the national average within 20 years. To do so, the State must find ways to encourage increased R&D by the private sector and at universities.

Rationale: Increased private sector R&D will provide another avenue for employment of science and engineering graduates of Louisiana universities. It also increases the potential for those companies to develop innovative products and services, allowing them to expand their business in the state and providing and strengthening companies to which Louisiana universities can license technology and around which support companies can grow and flourish.

Target: Professional judgment used.

Data Source: National Science Foundation, Science & Engineering Profile, 1994, and the Louisiana Partnership for Technology & Innovation

2.6.2
Number of startups formed based on technologies developed at Louisiana universities
Explanation: Some technologies developed at universities may serve as the basis for new companies. Much growth -- jobs and revenues -- results from new, technology-based companies. Louisiana universities should facilitate and encourage faculty and staff to participate in startups based on technologies developed at the universities.

Rationale: New technology-based businesses, particularly clusters of those in non-traditional industries, can contribute to the diversification of Louisiana's economy and to growth in high quality (requiring advanced skills but commanding higher pay) jobs.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

2.6.3
Business vitality rank (among the 50 states)

Explanation: A thorough review of a economic performance by 1) determining the extent to which the economy is providing work for those who seek it; 2) determining how well people are compensated for the work they do; and 3) determining the extent to which the opportunity to attain a high standard of living is widely shared. Information is primarily compiled from the U.S. Department of Labor, U.S. Department of Commerce.

Rationale: It is advantageous to determine the ability of a state's economy in encouraging new business growth and increased trade.

Target: To improve the national ranking into the top 25 states.

Data Source: Annual Development Report Card - Corporation for Enterprise Development

Objective 2.7 - To diversify Louisiana's economy through strategic investments in targeted technology areas

2.7.1
Number of firms in targeted diverse industries

Explanation: This benchmark is intended to provide an indication of progress toward diversification of the state's economy. Industry targets are based on technology clusters recommended by two focus group meetings--one held in north Louisiana and one in south Louisiana--composed of business and university leaders from those areas. The targeted clusters are:

Medical and biomedical
Micro manufacturing
Software, autoregulation, Internet, & telecommunications
Environmental technologies
Food technologies
Materials

Information on the number of companies in the state within each targeted industry cluster was sought to provide the baseline data on which to base projections. However, the data available do not adequately reflect the existing base in Louisiana.

The U.S. Department of Commerce's Standard Industrial Classification (SIC) system has been used for many years to group companies according to the type of business in which they are engaged. These categories allow Federal and state government agencies and other groups to track and provide consistent information by industry. The SIC system is now being updated to better reflect today's economy and meet its data requirements. The new system, known as the North American Industry Classification System (NAICS), identifies more than 350 new industries. Limited preliminary information by NAICS category will be available in 1999; however, it could be as late as 2002 before some relevant data are published.

Both systems (especially the SICs) are inadequate for measuring activity within most of the targeted industry clusters. Information on some companies that would fall into the software, telecommunications, and medical/biomedical clusters can be gathered by SIC, and NAICS data will be even better. However, Micro manufacturing, autoregulation, and advanced materials companies are included in many different SICs and NAICSs. Reliable information on these sectors cannot be obtained using data by SIC or NAICS categories. Baseline data for the number of environmental services companies are not available because these companies cannot be identified using the current SIC system. In the SIC system, environmental services companies are lumped into the Sanitary Services SIC, which includes, among other things, the many garbage collection companies in the state. The NAICS system will, however, provide information on environmental services companies in the next few years.

In spite of the inadequacy of the available data, it is possible to identify and count companies in the targeted industry sectors. The State needs to develop a way to consistently count the types of companies targeted and gather the baseline data needed to make projections.

Rationale: These areas represent growth areas nationally and for which Louisiana has an existing resource base (private sector, university, or both) and a substantive competitive advantage.

Target: To be set.

Data Source: Report on Technology Cluster Meetings, Louisiana Partnership for Technology & Innovation, the U.S. Department of Commerce, County Business Patterns, and the U.S. Census Bureau

Objective 2.8 - To increase the availability of seed and venture capital invested in Louisiana firms

2.8.1
Venture capital under management

Explanation: While the amount of venture capital has grown significantly (in relative terms) in the last few years, it is still well below the amounts available in southern states (e.g., Florida, North Carolina, Tennessee, and Georgia) that lead the region in technology-based employment and income.

Rationale: The availability of venture capital is critical to growth of technology-based business (i.e., high-growth businesses defined in terms of number of employees, their skill levels, and their wages).

Target: Professional judgment used.

Data Source: Baseline data from a survey of Louisiana venture capital companies (including SBICs, Certified Louisiana Capital Companies, and BIDCOs), Pratt's Guide to Capital Sources, 1997. 1999 update from the CAPCO Study by Postlethwaite & Netterville (December 1999).

2.8.2
Institutional seed capital for investments of less than $1 million

Explanation: There are several reasons for public intervention at the pre-venture capital stage in the absence of private institutional capital. Growth areas in the United States are characterized by high rates of technology-based business startups, with attendant high rates of job creation and high wages. Thus, it should be public strategy to encourage the creation of technology-based startups. These businesses, however, rely on some form of seed capital investments to launch. Seed capital investments are extremely high-risk investments that private companies find difficult to justify in the absence of tax credits or other incentives given other, less risky investment opportunities. With no private companies in Louisiana making seed capital investments, this is an appropriate place for public intervention.

Rationale: There is currently no institutional seed capital (amounts under $1 million) for technological development and startups available in Louisiana. Most seed capital is provided through personal resources, the resources of friends and family, the resources of wealthy individuals, and secured personal bank loans. For entrepreneurs who do not have family or friends with money to invest, who do not have collateral for personal bank loans, or who have used all the funds that are available from those sources, there is little chance of commercializing their technology. Venture capital companies generally do not invest in startups but rather engage in later-stage financing after a firm has substantive sales.

Target: Professional judgment used.

Data Source: Surveys and cumulative knowledge of the industry within the Science & Technology Task Force and the Louisiana Economic Development Corporation

Objective 2.9 - To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies

2.9.1
Corporate tax burden as a percentage of the southern average – manufacturers and non-manufacturers

Explanation: This benchmark compares state and local corporate taxes to those of other southern states.

Rationale: Louisiana corporations pay state and local taxes that are substantially above those of other southern states. These higher taxes may affect Louisiana's ability to compete.

Target: To be set.

Data Source: Public Affairs Research Council of LA, Inc., *PAR Analysis*, December 1994

2.9.2

State bond rating

Explanation: Moody's raised Louisiana's rating from Baa1 in March of 1997 to A2 in 1998. Louisiana ranks 40th in the rating services out of 40 states rated for General Obligation Bonds**.** Rating and ranking measures investors perceived risk of prompt payment of debt obligations. The lower the rating, the higher the cost of outside capital is to the State.

Rationale: By raising the rank, Louisiana would be placed in a more competitive ranking with other states. In periods of low investors liquidity, the higher rated states would have priority access to borrowing while poorer rated states might find outside funding unavailable.

Target**:** To be ranked 20th in the Year 2018.

Data Source**:** Moody's Rating Service

2.9.3
Tax supported debt as a percentage of personal income

Explanation*:* This ratio is a key measure in ranking state debt load to income levels of our citizens.

Rationale*:* In 1995, Louisiana ranked 40th in per capita income at $18,981 versus the national average of $21,676. State debt levels were well above the national average.

Target*:* By the year 2013 move ratio to below national average through increasing income levels and paying down debt aggressively during periods of strong economic growth.

Data Source: Mr. William Black, Economist, Louisiana House of Representatives

2.9.4
Federal funding flows

Explanation*:* These benchmarks calculate the flow of funds coming out of Louisiana to Washington and the amount of funds remitted from Washington to Louisiana.

Rationale: Obviously, the higher the net level to Louisiana and the higher the national ranking, the more the state benefits from its relationships with the Federal government.

Target*:* To insure that Louisiana remains a net receiver of funds and in no case falls below the national average in funds received.

Data Source: Baseline data from Mr. William Black, Economist, Louisiana House of Representatives. 1998 Update from Bureau of the Census, Economic and Statistics Administration.

Objective 2.10 - To provide effective mechanisms for industry access to university-based technologies and expertise

2.10.1
Annual licensing revenues received by all universities

Explanation: Licensing revenues provide an indication of the level of technology management and licensing of technology developed at Louisiana universities. It should be noted that 90 percent ($4.9 million) of the 1995 licensing revenues are from Tulane University. Of the remaining 10 percent, nine percent are from LSU Baton Rouge and the remainder from UNO.

Rationale: Louisiana universities receiving state funds have an inherent interest, if not an obligation, to commercialize any technology developed at those institutions for the benefit of the State. Leading-edge technology developed at these universities and transferred to existing businesses can enhance their competitiveness as well as provide revenue in the form

of royalties to the universities and faculty. Alternatively, such technology may serve as the basis for new Louisiana-based companies leading to economic diversification within the state.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

Objective 2.11 - To increase university and private sector research and development particularly in the targeted technology areas

2.11.1
Research & development expenditures by doctoral granting institutions

Explanation: Increases in the amount of research and development (R&D) funding and expenditures at universities generate more opportunities for an increase in the number of faculty, staff, and students involved in R&D. This in turn leads to greater opportunities to educate and train students in more diverse fields and expands skills capacity for increased technology-based economic development.

Rationale: Increased R&D funding and expenditures at universities lead to more student involvement, thus more science and engineering training for students as future employees for Louisiana companies.
It may likely lead to R&D in more diverse areas, leading to the training of students and development of technologies in more and different fields. Finally, increased R&D increases the potential for technological development, which can lead to new products and services for Louisiana companies, both existing and startups.

Target: Professional judgment used.

Data Source: National Science Foundation, Science & Engineering Profile (By State), 1994

2.11.2
Research & development expenditures in the non-formula area of agriculture

Explanation: This benchmark measures R&D expenditures in the area of agriculture and agricultural extension. It is listed as a separate benchmark because much of the State funding for agricultural research and extension is funded through the LSU Agricultural Center, which is not a part of the funding formula and is not a doctoral granting institution.

Rationale: Research scientists generate knowledge and information to sustain existing agricultural programs, to permit the growth of new enterprises, to strengthen the state's economy, and to increase the development of human capital. Extension specialists and agents then analyze that information and disseminate it to the people of the state.

Target: To increase at about 3.5 percent annually.

Data Source: Louisiana Board of Regents

Objective 2.12 - To increase the number and quality of scientists and engineers

2.12.1
Science & engineering bachelor degrees awarded per million people as a percentage of the national average

Explanation: In the 1994-95 school year, the number of science and engineering bachelors degrees awarded by Louisiana universities was 7% below the national average. The Louisiana Economic Development Council believes the state should strive to be above the national average.

Rationale: The state must be concerned with the production of technologists (i.e., science and engineering graduates) if it wants to grow, retain, and attract technology-based companies. These companies must have trained workers.

Target: Professional judgment used.

Data Source: U.S. Department of Education, 1994-1995, and the Louisiana Partnership for Technology & Innovation

Objective 2.13 - To attract and retain distinguished researchers

Objective 2.14 - To produce more flexible, adaptable, and innovative technicians for industry

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business.

Objective 3.1 - To increase personal income and the number and quality of jobs in each region of the state

3.1.1
Per capita income as a percentage of the U.S per capita income, by region

Explanation: Per capita income is commonly used as a measure of the relative well-being of a region's people. It is shown as a percentage of the national average to show how Louisiana and regions within the State compare to the rest of the country.

Rationale: An important indicator of movement to insure that the State is moving toward improving the financial well-being of its citizens.

Target: To be set

Data Source: Baseline data calculated using data from the *Survey of* Current *Business*, May 1998. Updated 1998 data calculated using Bureau of Economic Analysis data.

3.1.2
Economic performance rank (among the 50 states)

Explanation: A thorough review of economic performance by: 1) determining the extent to which the economy is providing work for those who seek it; 2) determining how well people are compensated for work they do; and 3) determining the extent to which the opportunity to attain a high standard of living is widely shared. Information is primarily compiled from the U.S. Department of Labor, U.S. Department of Commerce.

Rationale: This measure is important in evaluating Louisiana's competitive economic performance in serving its citizens.

Target: To achieve a national ranking among the top 25 states.

Data Source: Baseline data from Annual Development Report Card, Corporation for Enterprise Development, 1996. Updated data from Annual Development Report Card, Corporation for Enterprise Development, 1999.

3.1.3
Average annual pay rank (among the 50 states)

***Explanation*:** To insure an improvement in the standard of living of Louisiana citizens, this issue goes beyond how many jobs are being created, and gauges how good the jobs are in terms of wages and benefits. Information from the U.S. Department of Labor - Bureau of Labor Statistics.

Rationale: An important indicator to insure that the jobs provided to Louisiana citizens are providing competitive wages and benefits.

Target: To improve the national ranking into the top 20 states.

***Data Source*:** Baseline data from Annual Development Report Card, Corporation for Enterprise Development, 1996. Updated data from Annual Development Report Card, Corporation for Enterprise Development, 1998.

3.1.4 & 3.1.5
Number of women-owned businesses
Number of minority-owned businesses

***Explanation*:** An important determination of growth and diversification in business ownership and economic opportunity within the state. Businesses are defined as the number of firms with paid employees.

Rationale: An indication that Louisiana business growth is diverse and benefits women, minorities, and economically disadvantaged persons.

Target: Increase annual growth by at least one full percentage point.

***Data Source*:** 1992 Louisiana Economic Census, Women-Owned Businesses and 1992 Louisiana Economic Census, Black-Owned Businesses

3.1.6
Employment per year

Explanation: This measures the total growth in employment (including agriculture) by region in the State of Louisiana. The update used in Action Plan 2002 is Covered Employment data for the second quarter 2002, which is the most recent data available.

These data are for the Regional Labor Market Areas (RLMA), as defined by Executive Order No. MJF 99-37 (signed in August 1999). The RLMAs are the same as the Louisiana Planning Districts with the exception of 3 parishes (Assumption, Lafourche, & Terrebonne) which are in the New Orleans RLMA and the South Central planning district (District 3).

Rationale: The number of people employed is shown by region in order to monitor the differences within the state.

Target: Annual growth in employment of 2.5 percent.

Data Source: Louisiana Department of Labor.

Objective 3.2 - To decrease levels of unemployment and the poverty level in each region of the state.

3.2.1 & 3.2.2
Unemployment rate ranking
Unemployment rate, by region

Explanation: Even though this measure is highly questioned, it is the most commonly used gauge of the mismatch between the number of jobs and job seekers. The data were gathered and aggregated by region (planning district) in order to

monitor conditions in each region of the state. The *Action Plan 2002* update number is from the CFED's *2001 Annual Development Report Card,* but it is data from 2000.

Rationale: By utilizing ranking information, rather than the rate itself, one can assess Louisiana's performance in job creation compared to the other states.

Target: To achieve a statewide unemployment rate that is among the 25 lowest in the nation.

Data Source: Unemployment rate ranking from Annual Development Report Card, Corporation for Enterprise Development, 1996. Regional data calculated using Louisiana Department of Labor data.

3.2.3 & 3.2.4
Poverty rate national ranking
Poverty rate, by region

***Explanation*:** This indicator provides a concrete measure of economic performance in general, and of equity in particular. The data were gathered and aggregated by region (planning district) in order to monitor conditions in each region of the state.

***Rationale*:** This assessment demonstrates that Louisiana's economy is genuinely providing opportunities for its citizens, in comparison to other states.

***Target*:** To achieve a poverty rate that is among the 25 lowest in the nation.

***Data Source*:** Baseline data from Annual Development Report Card, Corporation for Enterprise Development, 1996. Updated data from Annual Development Report Card, Corporation for Enterprise Development, 1999. Regional data calculated using U.S. Department of Commerce, Bureau of the Census Social and Economic Characteristics. National ranking from Annual Development Report Card, Corporation for Enterprise Development.

Objective 3.3 - To have safe homes, schools, and streets throughout the state

3.3.1
Index crime rates

Explanation: Crime rates, which are reported by the Federal Bureau of Investigation, are based on the number of serious crimes (index crimes) reported to police per 100,000 residents. Violent crimes are murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. Property crimes are burglary, larceny-theft, and motor vehicle theft.

In 1995, Louisiana had the fourth highest overall crime rate of all states, and the second highest violent crime rate. Louisiana's property crime rate ranked seventh highest. The state's overall 1995 crime rate was 26.5 percent higher than the national rate, with the violent crime rate 47.2 percent greater and the property crime rate 23.4 percent higher

Rationale: Crime leads the list of problems identified by Louisiana voters in a December 1996 statewide poll conducted for the Baton Rouge Advocate. Using a scale of one to ten (with one being not serious at all and ten being extremely serious), 86 percent of all respondents gave crime a rating of eight, nine, or ten; almost two-thirds ranked crime at ten (or extremely serious). Twenty-six percent of poll respondents indicated that crime has caused significant changes in the way they live, 36 percent reported being extremely affected by crime, and only 38 percent felt that crime has little or no effect on their lifestyles. Crime also topped the list of problems cited by Louisianians in a similar year-end poll conducted in 1995.

Target: To be set.

Data Source: *State of Louisiana, 1997 State of the State*, Office of Planning and Budget, 1997. Date from the U.S. Department of Justice, Federal Bureau of Investigation

3.3.2
Louisiana fatal and non-fatal injuries (persons) per 1000 registered vehicles

Explanation: This measures progress made in improving traffic safety on Louisiana's public roads and streets.

Rationale: Traffic safety is a major concern in Louisiana. The state's accident rates far exceed the national average regardless of the measure used (i.e., per million miles traveled, per 1000 capita, per 1000 licensed drivers, or per 1000 registered vehicles). Louisiana's poor traffic safety record is reflected in our motor vehicle insurance rates which are some of the highest in the nation (the "per 1000 registered vehicles" measure was selected for use here since it is the most indicative of how widely traffic accident costs are spread). A poor traffic safety record, high insurance rates, and other traffic accident costs have an adverse effect on business and industry, and contribute to a negative image of Louisiana. Statistics for 1996 show that traffic accidents resulted in 26.61 fatal and non-fatal injuries per 1000 registered vehicles compared with a national average of 18.29.

Target: The State needs to vastly increase its efforts in public awareness, law enforcement, and infrastructure safety improvements to reduce traffic accidents and motor vehicle insurance rates. Since the national average is expected to decline, the goal is to reduce Louisiana's rate to a level below the current national average.

Data Source: The most recent statistics on traffic accidents and registered vehicles in Louisiana are available from the Highway Safety Commission in the Department of Public Safety and Corrections. Statistics comparing Louisiana's traffic accident rates with those of other states and with the national average may be obtained from the federal publication entitled Highway Statistics 1996 FHWA, US DOT, Tables FI-2 and FI-3 (data required correction.) The lag period for updates of this publication is approximately two years.

3.3.3
Number of truck parking spaces at state-maintained rest areas

Explanation: This measures the number of truck parking spaces available at state-maintained rest areas throughout Louisiana.

Rationale: Federal law limits commercial vehicle drivers to ten hours of operation before a mandatory extended rest period is required. However, drivers often times have difficulty finding a suitable location to park at either public or private facilities, even for short, routine stops. Consequently, drivers are forced to park in inappropriate or unsafe locations, or continue operation in violation of federal law. Providing adequate parking at public rest areas will facilitate the safe and efficient delivery of goods to market. This can help hold down freight transport rates and improve the competitiveness of Louisiana's products in domestic and international markets.

Target: The goal is to gradually increase the number of parking spaces at state-maintained rest areas over the next 20 years to not only address the present shortage, but also to accommodate the expected increase in truck volumes on Louisiana's highways.

Data Source: Statistics on the number of truck parking spaces at state-maintained rest areas can be obtained from the Department of Transportation and Development.

3.3.4
Percentage of state-maintained rest areas with 24-hour security

Explanation: This measures the percentage of state-maintained rest areas throughout Louisiana that have around the clock security.

Rationale: Many motorists traveling to, or through, Louisiana for business or pleasure form their first impressions of the state by the quality of our rest areas. If a rest area is clean and attractive, and the motorist feels secure, the first impressions are favorable. On the other hand, if the facility is not well-maintained and the surroundings appear unsafe, the first impressions, which are often lasting impressions, are unfavorable. In recent years, tourists have been murdered at rest areas in other states. These occurrences received regional and national attention. It can take years to repair the image of a state where such incidents receive widespread media coverage. Around the clock security provides a high degree of safety and comfort to motorists and can also help maintain the appearance and cleanliness of rest areas due to a reduction in

vandalism. For the tourism industry and for business recruitment, it is essential that Louisiana's rest areas are both clean and attractive, and that they are perceived to be safe by motorists.

Target: The goal is provide around the clock security at all state-maintained rest areas within five years and to ensure that it continues for at least the next 15 years.

Data Source: Department of Transportation and Development

Objective 3.4 - To have a safe and healthy environment for all citizens

3.4.1
Number of state air monitoring stations and parishes not meeting National Ambient Air Quality Standards

Explanation: This benchmark measures which monitored areas of the state do not meet National Ambient Air Quality Standards (NAAQS) for ozone, a serious air pollutant linked mainly to industrial and transportation activity. The data come from 44 monitoring stations statewide (29 measure ozone), most of which are concentrated in the industrial regions of Calcasieu Parish and the Mississippi River parishes from Point Coupee through Plaquemines. Five contiguous parishes centered around and including East Baton Rouge are currently designated as serious non-attainment for ozone. If attainment is not reached by 1999, EPA could redesignate the area as severe. EPA recently finalized stricter air quality standards (new compliance date 2012) that may increase non-attainment parishes to nine and necessitate adjusting the benchmark data and goals.

Rationale: Good air quality, actual and perceived, is a fundamental to the health and prosperity of Louisiana's citizens.

Target: Professional judgment used.

Data Source: Louisiana Department of Environmental Quality

3.4.2
Pounds of toxic released to air per million dollars of Gross State Product

Explanation: This benchmark measures actual chemical releases to Louisiana air based on industry reports to the Toxic Release Inventory (TRI) and the Gross State Product (GSP) as calculated by the Federal government and the Louisiana Department of Economic Development. TRI data comes from facilities under Standard Industrial Codes (SICs) 20 through 39 with ten or more employees that: a) operate a manufacture/process of more than a 25,000 lbs/yr, or b) otherwise use more than 10,000 lbs/yr of a TRI listed chemical.

Since TRI reporting criteria can change (i.e. addition/deletion of reportable chemicals, threshold or deminimus amounts, expansion of SIC categories, etc.), this indicator will be presented as pounds of chemical released to air per dollar of GSP (both in millions), categorized as a) gross annual TRI and b)core criteria annual TRI (restricted to 1994 reporting parameters for consistency). This ratio attempts to normalize air pollution to economic activity, and better reflects efficiency changes in the Louisiana business sector.

Rationale: Good air quality, actual and perceived, is fundamental to the health and prosperity of Louisiana's citizens.

Target: Modified aggressive-negative method used (10% reduction projected). The Federal GSP statistics were available through 1994 only, but DED calculated a linear regression for '94-2000. The most reliable base year for data, therefore, is 1995, and projections here are carried forward 20 years from 1997. Projections may change if another base year (such as 1997) is officially chosen, and real data becomes available for that year.

Data Source: Louisiana Departments of Environmental Quality and Economic Development

3.4.3
Acreage closed to oyster harvesting due to water pollution

Explanation: This benchmark measures the areal extent of coastal water bottoms that are closed to oyster harvesting when high levels of coliform bacteria are detected in surface waters. Approximately 2.5 million acres of Louisiana coastal waters

capable of supporting oyster growth are monitored by the Department of Health and Hospitals, which provided the estimates of the total acreage of water bottoms closed in January of 1997. There is seasonal and annual variation in the location and total acreage closed, but DHH estimates represent the typical total acreage closed during recent years. Approximately 60% of Louisiana's shellfish growing waters are currently closed to harvesting.

Note: Louisiana currently monitors approximately 8 million acres of actual or potential oyster growing areas. Of this total, approximately 60% or 4.8 million acres are closed during the month of January to direct market harvest.

Additionally, 1.2 million acres are classified as "prohibited" which prohibits the harvest of any shellfish located in such areas for any purpose. Seasonal variations exist throughout the estuary with more total area being closed in the winter periods and less in the summer months.

Rationale: Oysters are filter feeding mollusks that can retain certain pathogens and contaminants which are considered health hazards. While fecal bacteria are present in most vertebrate species, including cattle and waterfowl, the exposure of oysters to human disease organisms associated with domestic sewage is a threat to human health. Moreover, the closure of many productive oyster growing areas to commercial harvests has important and adverse economic impacts on oyster lease holders, oyster fishermen, restaurants owners and others who depend upon this seafood for all or part of their livelihood.

Target: Modified aggressive-negative method used (5% reduction in total acreage closed in 10 years and 10% reduction in 20 years projected)

Data Source: Louisiana Department of Health and Hospitals, Shellfish Program

3.4.4
Percentage of groundwater public water systems that participate in the Well Head Protection Program

Explanation: This benchmark measures approximately how many people get their drinking water from protected underground sources. Groundwater contamination is much easier to prevent than to clean once contamination occurs. The Well Head Protection Program (WHPP) is designed to protect the quality of drinking water supplies obtained from community wells by protection the surface and subsurface area around a water well from contaminants adverse to human health.

Note:
1. The 32.5% figure quoted for Vision 2020 for 1997 is the % of the 2,646,000 people served by public water systems using the Wellhead Protection Program (not ground water public supply systems).
2. In addition to that, in FY 1997-98 DEQ was were tracking the % of **Community** Public Ground Water Systems (1245) in the Wellhead Protection Program. This figure was 12.2%. Only Community Systems were candidates and Non-Community Systems were excluded. This converts to 8.6% in terms of the total universe of 1748 ground water public supply systems. DEQ is now at 10.5% of 1748 total ground water systems at the end of 1999 as reported earlier. Thus, we are moving forward (8.6% to 10.5%) and not backwards. Nevertheless, in consideration of the changes that have taken place, the Wellhead Protection Program is a poor candidate for Vision 2020.
3. In August 1997 EPA released a guidance document for a national Source Water Assessment Program which was based in large part upon the Wellhead Protection Program. It was based on the Safe Drinking Water Act Amendments of 1996 and resulted in many of the water systems targeted for the Wellhead Protection Program being included in the Source Water Assessment Program.
4. The Source Water Assessment Program is mandated by Congress through the Safe Drinking Water Act Amendments of 1996 and the Louisiana Department of Environmental Quality (LDEQ) had to submit a state program for approval to EPA. The program was approved on November 6, 1999. At this time it was determined that there would be 1748 ground water systems (all) covered by both programs, and we had to determine what would be in the Wellhead Protection Program and what would be in the Source Water Assessment Program.
5. The Source Water Assessment Program is heavily funded by the **federal government** and both programs must be completed by May 6, 2003. Thus many of the water systems scheduled for completion over many years in the Wellhead Protection Program were shifted into a different program. Now there are 237 ground water systems identified for the Wellhead Protection Program with all to be completed by 2003. Thus the universe of numbers in *Vision 2020* and the long-term time range of *Vision 2020* are no longer valid.

In short, the percentage of groundwater public systems participating in the Well Head Protection Program is low because there is a similar, and in some ways better, program available – one that is heavily funded by the Federal government. Louisiana continues to increase the number of communities that have access to good public water systems, even though that is no longer reflected in the numbers shown in this benchmark.

Rationale: Good groundwater quality is fundamental to the health and prosperity of many Louisiana citizens.

Target: Modified aggressive-positive method used (increased 15% each five year period).

Data Source: Louisiana Department of Environmental Quality

3.4.5
Pounds of toxic chemicals released to surface water per million dollars of Gross State Product

Explanation: This benchmark measures actual chemical releases to Louisiana surface water based on industry reports to the Toxic Release Inventory (TRI) and the Gross State Product (GSP) as calculated by the Federal government and the Louisiana Department of Economic Development. TRI data comes from facilities under Standard Industrial Codes (SICs) 20 through 39 with ten or more employees that a) operate a manufacture/process of more than a 25,000 lbs/yr, or b) otherwise use more than 10,000 lbs/yr of a TRI listed chemical.

Since TRI reporting criteria can change (i.e. addition/deletion of reportable chemicals, threshold or deminimus amounts, expansion of SIC categories, etc.) This indicator will be presented as pounds of chemical released to surface water per dollars of GSP (both in millions), categorized as a) gross annual TRI and b) core criteria annual TRI (restricted to 1994 reporting parameters for consistency). This ratio attempts to normalize surface water pollution to economic activity, and better reflects efficiency changes in the Louisiana business sector.

Rationale: Good surface water quality, actual and perceived, is fundamental to the health and prosperity of Louisiana's citizens.

Target: Modified aggressive-negative method used (10% reduction projected). The Federal GSP statistics were available through 1994 only, but DED calculated a linear regression for '94-2000. The most reliable base year for data, therefore, is 1995, and projections here are carried forward 20 years from 1997.

Data Source: Louisiana Departments of Environmental Quality and Economic Development

3.4.6
Annual number of acres/ sites returned to active commerce through the EPA's Brownfields Project and/or DEQ's Voluntary Clean-up Program

Explanation: This benchmark identifies the number of acres/sites that have been the subject of a Brownfields project by either EPA or a Voluntary Clean-up Program ("VCP") by LDEQ and as such, have been wholly or partially placed back into active commerce/operation.

Rationale: By utilizing Brownfields and/or VCP projects to place previously abandoned or negatively impacted industrial/commercial facilities back into commerce, the state will be realizing numerous positive economic impacts. First, virgin sites will not be required for conversion from a formerly pristine site to an industrial site. The State will be recognizing that it may be better to use existing industrial sites rather than impacting presently unused green field sites. Second, a previously abandoned and polluted Brownfields site or sites that is negatively impacted by a pollution event/source, will be placed back into active commerce. This will result in additional tax revenues, employment and other positive economic benefits. Third, a possible fringe benefit will be that the pollution aspects associated with the particular Brownfields site or VCP project may be addressed by the former, current or new owner (or any combination thereof), which will result in a reduction and/or elimination of the threat of an adverse public health, safety and environmental concern relative to the particular site.

Target: Stand/positive method used.

Data Source: United States Environmental Protection Agency and Louisiana Department of Environmental Quality, Inactive and Abandoned Sites Division

3.4.7
Solid waste management classified as recycled/reused

Explanation:
a) Number of governmental subdivisions reporting recycling programs. This benchmark measures the number of cities, parishes and solid waste management districts that engage in some type of program for recycling municipal and/or commercial solid waste.

b) Number of private companies and governmental subdivisions reporting permitted beneficial reuse/composting facilities. This benchmark measures the number of private and governmental entities (i.e., municipalities, parishes, regional landfills, etc.) that have received permits for beneficial reuse/composting facilities.

Rationale:
a) Number of governmental subdivisions reporting recycling programs. In communities where some level of recycling activity has been undertaken, it is believed that the citizens of those political subdivisions recognize the value of resource conservation and waste reduction on an individual level and the value of diverting such material from landfill disposal.

b) Number of private companies and governmental subdivisions reporting permitted beneficial reuse/composting facilities. These programs demonstrate the economic advantage of various programs for the beneficial reuse of waste. These programs have been undertaken because land disposal is not viewed as a sound economic and/or environmental alternative.

Target: Professional judgment used.

Data Source: Solid Waste Division, Louisiana Department of Environmental Quality

3.4.8
Percentage of Louisiana assessed water bodies fully supporting their designated uses

Explanation: This composite benchmark measures how well Louisiana's surface water bodies (lakes, reservoirs, streams and estuaries) meet their designated use categories (primary and secondary contact recreation, fish/wildlife propagation, drinking water supply, oyster propagation, agriculture and outstanding natural resource) as determined by the Department of Environmental Quality. Possible causes of non-support are many, and therefore, so are the strategies to improve deficiencies. Non-point source surface runoff is the major problem contributing to poor surface water quality.

The value shown is substantially lower than the baseline number shown in *Vision 2020*. The lower value reflects changes in assessment procedures which now report values only if complete monitoring data are available on a water body subsegment; otherwise, the subsegments are reported as "insufficient data." Prior to this procedural change, a large number of streams that were only partially surveyed and had incomplete data were included, thus inflating the percentage value. In the next few months, the Environment Task Force will revisit the projections for this benchmark and make appropriate adjustments.

Rationale: Clean rivers, streams, lakes and estuaries are essential for drinking water supplies, recreation and propagation of seafood and wildlife.

Target: Trend is inconsistent. Mild aggressive-positive method used.

Data Source: Louisiana Department of Environmental Quality
3.4.9
Number of fishing and swimming advisories

Explanation: This benchmark measures how many health advisories exist on state lakes, streams, bayous and Gulf shores, and how many areas are affected. Advisories for (typically) mercury, chemical and fecal coliform contamination gain sharp public attention and, it is hoped, will mobilize remediation actions. Quantities are expressed here as stream miles and lake

square miles (excluding the miles of Lake Pontchartrain south shore beaches). Increased monitoring efforts for mercury contamination in fish may further increase the advisory total before any reductions are realized.

Note: *Increased monitoring efforts for mercury have substantially increased the size of the area affected by health advisories. The tremendous increase is a result of an advisory being placed on the Gulf of Mexico.*

Rationale: Clean surface water bodies are essential for recreation, fishing and tourism.

Target: Aggressive-negative method used per DEQ suggestion (20% reduction).

Data Source: Louisiana Departments of Environmental Quality and Health and Hospitals.

Objective 3.5 - To preserve, develop, promote and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values

3.5.1
Amount of State-owned lands for natural resource management

Explanation: This benchmark measures the acreage of lands owned by Louisiana resource management agencies. These lands are primarily managed for fish and wildlife or recreation. The Louisiana Department of Wildlife and Fisheries owns 49 Wildlife Management Areas and 7 State Refuges totaling 657,866 acres. The Office of State Parks owns 39,000 acres at 56 sites. The Office of State Parks plans to double the acreage of parks and recreation in the next 15 years. The Louisiana Office of Forestry owns a total of 8,250 acres at one site.

Rationale: State-owned lands provide public access for outdoor based recreation, which is an important component to perceived quality of life. Protection of important natural resources, such as fisheries nursery areas, assure long-term economic benefits to many citizens in Louisiana.

Target: Increase of 10,000 acres annually through the year 2018

Data Source: Louisiana Department of Wildlife and Fisheries, Louisiana Office of Forestry and Louisiana Office of State Parks

3.5.2
Total Louisiana species listed as threatened, endangered or rare plants

Explanation: This benchmark addresses the extent to which natural habitat is sufficient for sustaining rare, threatened or endangered native animals, (bird, mammal, reptile, amphibian and fish) and native plant species. Data used is based on federal and/or state Status listing. Note that state ranks are assigned by each state's Natural Heritage Program, thus a rank for a particular element may vary considerably from state to state. Also, when counting species year to year, data must be compared to each particular species because species are added and removed from the list.

Target: Standard negative target setting method.

Data Source: Louisiana Department of Wildlife and Fisheries, Natural Heritage Program

3.5.3
Coastal prairie restoration

Explanation: This benchmark measures the acreage of coastal prairie habitat restored in the State of Louisiana. The coastal prairie is an ecosystem that represents the southeastern-most extent of the great prairie that extended from southern Canada to the northern Gulf of Mexico. In our region, this prairie is a hybrid ecosystem containing elements of coastal wetland and upland grassland. Due to extensive agriculture, this ecosystem is considered by various conservation agencies to be endangered. Prior to the widespread agricultural development that occurred beginning in the late 1800s, it is estimated that there was approximately 2.2 million acres of coastal prairie in southwestern Louisiana. At present, 99.99% of this habitat has been lost and only about 250 acres remain. Most of the remaining acreage is unprotected and is at risk of being lost.

Rationale: This ecosystem represents a unique component of Louisiana's natural resources and its protection and preservation is important to the protection of biodiversity in the state.

Target: To reestablish sufficient coastal prairies to protect the native plants and animals of this distinctive community type. The rate of restoration will be limited by the supply of native seed from the region and will be expected to increase over time as commercial sources are established and suitable sites are identified.

Data Source: USGS-National Wetlands Research Center and United States Fish and Wildlife Service, Lafayette, Louisiana Ecological Services Office.

3.5.4
Restoration of inland wetlands

Explanation: This benchmark measures the acreage of inland wetlands restored to the State of Louisiana. Since 1812, five million acres of inland bottomland forests and cypress/tupelo swamps have been converted to other habitat types, primarily agricultural systems. More recently, 628,000 acres of inland wetlands were converted to other land uses between the mid-1970s and mid-1980s. Over the past decade or so the United States Department of Agriculture and the United States Department of the Interior have implemented programs that have resulted in the restoration of 89,000 acres of inland wetlands in Louisiana. Additionally, the United States Department of Army has secured, and continues to negotiate for, a total of 50,000 acres under fee title, and a total of 338,000 acres under environmental easements. Finally, the U. S. Fish and Wildlife Service and the Louisiana Department of Wildlife and Fisheries annually acquire between 5,000 and 10,000 acres of inland wetlands of refuge lands.

Rationale: Fifty percent of the original acreage of inland wetlands extant at the time of Louisiana statehood in 1812 has been lost. This critical habitat type supports a broad array of plant and animal communities and contributes to the natural diversity of Louisiana. Additionally, bottomland hardwood forests and cypress/tupelo swamps support a growing wood products industry.

Target: Restoration of 15,000 acres annually through the year 2028 by Federal and state agencies.

Data Source: U.S. Geological Survey, National Wetlands Research Center and U.S. Fish and Wildlife Service, Lafayette Ecological Services Office.

3.5.5: Cumulative acres of coastal wetlands loss that will be prevented by projects constructed to date & authorized to date

Please note that this benchmark has been revised since the publication of Louisiana: Vision 2020 in order to correct the baseline information and targets to be in line with the report Coast 2050: Toward a Sustainable Coastal Louisiana.

Explanation: This benchmark documents the loss of coastal wetlands (primarily emergent marshlands) and the prevention of this loss through protection/restoration efforts. During the period from 1956 to 1978, coastal wetlands were being lost at the rate of 50 square miles annually. Between 1978 and 1990, the loss rate was measured at 35 square miles annually. The loss rate of coastal marshes in 1997 is approximately 30 square miles per year. To combat this massive loss of coastal wetlands, the Federal government and the State of Louisiana have implemented a series of wetland programs designed to protect this valuable resource.

The State of Louisiana, federal partners, and the public completed a new state coastal restoration plan entitled *Coast 2050: Towards a Sustainable Coastal Louisiana* in December 1998. Full implementation of this plan would reduce 90 percent of projected land loss through the year 2050. The Louisiana Coastal Wetlands Conservation Plan, prepared in response to the Federal Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA), was completed in 1997 and is expected to achieve no net development-related loss of coastal wetlands. The Louisiana Coastal Wetlands Conservation and Restoration Task Force has funded 74 projects that will protect or restore 73,687 acres of coastal wetlands. The Louisiana Department of Natural Resources is funding a special Wetlands Reserve program project (to be administered by the United States Department of Agriculture) that will restore 500-1,000 acres of coastal wetlands per year. The United States Department of Army has created an additional 600 acres per year through its dredged material program.

Note: The 1997 baseline numbers used were based on figures from an early draft that has since been revised. As a result, the targets for 2003 – 2018 have been revised to reflect current targets, as shown in the *Coast 2050* Plan.

Rationale: Since 1930, Louisiana has lost more than 1,500 square miles of marsh. The state is still losing nearly a football field of prime wetland every 15 to 20 minutes. The cost of not protecting the coast is estimated at $37 billion in lost public use value over the next 50 years. Coastal wetlands provide critical nursery areas for finfishes and crustaceans (primarily shrimp and crabs) that make up the bulk of Louisiana's thriving seafood industry. These wetlands also provide needed habitat for millions of migratory waterfowl that winter in coastal Louisiana. Coastal wetlands serve as an important buffer to storm tides, thus protecting inland residential and commercial infrastructure from severe flooding.

Target: Implement *Coast 2050* to prevent 71 percent of coastal wetlands loss through 2050. *Coast 2050* will protect 179,700 acres of coastal wetlands in the year 2018. Achieve no net development-related loss of coastal wetlands as defined in the Louisiana Coastal Wetlands Conservation Plan prepared in response to the Federal Coastal Wetlands Planning, Protection and Restoration Act.

Data Source: United States Geological Survey, National Wetlands Research Center; United States Fish and Wildlife Service, Lafayette Ecological Services Office; the Governor's Office of Coastal Activities (Louisiana); and the Louisiana Department of Natural Resources.

New Benchmark: Preservation & enhancement of the Atchafalaya Basin

-Acreage protected, restored, improved, or opened for public access
-Number of recreational & tourism facilities constructed and opened

Explanation: This benchmark documents the efforts undertaken to preserve and enhance the nation's largest remaining river swamp. It measures the acreage in the Atchafalaya Basin that has been restored to natural hydrology, protected from undesirable development and made accessible to the public. Since the 1927 flood, measures taken by the U.S> Army Corps of Engineers, the oil and gas industry, and others have altered the natural flow of water in the Atchafalaya Basin. In 1986, Congress authorized the Corps of Engineers to partner with the State in developing plans to restore l, as much as possible, the natural hydrology of the Basin, to protect it from undesirable development and to make portions of it accessible to the public. As part of the 1986 Congressional authorization, an interpretive center was envisioned along with improved boat landing facilities, campgrounds, trails, and other recreational facilities. An authorization of $250 million in federal funds was approved by Congress in 1986. In 1999, the Louisiana Legislature authorized a total of $85 million in state funds, to be spent of the next 15 years, as a match for the federal funds.

Rationale: This ecosystem represents a unique component of Louisiana's natural resources and its protection and preservation are important to Louisiana and the nation as part of the Mississippi floodway system and the largest fresh water river swamp in the country. These efforts are important to educate the public from throughout the nation about the history, culture, and natural aspects of the Atchafalaya basin, as well as its importance as a floodway.

Target: Acreage protected, restored, improved, and/or opened to the public should increase by 75,000 acres by 2018, and eight recreational facilities should be constructed and opened to the public by that same year.

Data Source: Atchafalaya Basin Program, DNR; U.S. Army Corps of Engineers; U.S. Fish & Wildlife Service; & U.S. Geological Survey.

3.5.6
Restoration of Longleaf Pine forest

Explanation: This benchmark measures the acreage of Longleaf Pine forest restored to the State of Louisiana. The current acreage of Longleaf Pine forest in Louisiana is 300,000 acres. One hundred years ago, the acreage of keystone habitat was 4 million acres.

***Rationale*:** Less than 10 percent of the original pre-settlement Longleaf Pine forest remains today. These forests are the native habitat for many of Louisiana's endangered species. This keystone habitat is important for maintaining biological diversity and supporting unique plant and animal communities. The longleaf pine forest also supports a very high quality wood products industry.

Target: Aggressive restoration of this keystone habitat at the rate of 185,000 acres annually through the year 2018.

Data Source: Smith, L. 1991. Louisiana Longleaf: An Endangered Legacy. Louisiana Conservationist, May/June 1991, Louisiana Department of Wildlife and Fisheries, Baton Rouge, Louisiana.

3.5.7
Outdoor recreation
State parks visitation

Explanation: Residents and visitors alike vastly underutilize Louisiana's abundant natural resources. The development and promotion of these resources have the potential to increase visits by broadening and enriching Louisiana's appeal and taking advantage of the increasing interest in eco-tourism. Fundamental to this success is1 capitalizing on our abundant fishing resources. The state parks visitation numbers reflect totals of all 31 operational sites including recreational sites, commemorative areas and preservation areas. Two additional sites will become operational in 1998-99.

Rationale: Over the past several years, the Office of State Parks has had promotional funds budgeted that provide for public awareness campaigns that are showing results in the overall visitation numbers. New sites opening within the time frame projected will also drive visitation numbers upward.

Target: The visitation numbers are expected to increase as promotional funding continues and/or increases.

Data Source: Office of State Parks

3.5.8
Number of educational programs within the Louisiana school system, including music history curricula in primary and secondary schools, and music-related curricula in technical colleges, universities and law schools

Explanation: The Louisiana Music Commission has taken preliminary steps towards creating a history of Louisiana music component for the State's required middle school curriculum in Louisiana studies. A teacher's booklet was drafted but needs to be refined, and a CD or cassette to accompany the booklet needs to be developed and produced. At higher levels, curricula needs to be developed in audio engineering, staging and events planning, music business fundamentals and legal course work in music business contracts, publishing and intellectual property.

Rationale: As a leading producer of raw musical product, Louisiana lags far behind in building the music business infrastructure, at least partly due to a lack of educational resources addressing the needs and jobs in the music industry. To bring more of the dollars home, and to reduce the number of successful Louisiana artists going out of state to utilize professionals in cities such as Nashville, New York and Los Angeles, Louisiana must expand its educational resources in both historical and practical curricula at all levels of the education system. At lower levels, it is important that the vast and significant cultural history of music in Louisiana be transmitted to school children to build pride and a sense of connection to Louisiana's unmatched role in the world's music history and industry.

Target: To increase from the 2 programs now available to 16 by 2018.

Data Source: Louisiana Music Commission

3.5.9
Number of graduates of higher education programs in music business-related curricula

Explanation: As the number of educational programs grows, so too will the number of graduates.

Rationale: Louisiana must record and track the number of students who graduate from music business-related programs in order to better maintain and measure the results of the programs and monitor the marketplace to determine the overall effectiveness and needs of the industry.

Target: To increase the number of graduates to 60 a year by 2018.

Data Source: Louisiana Music Commission in conjunction with colleges and universities

3.5.10
Economic impact of the film and video industry (in millions).

Explanation: The film and video industry spends billions of dollars a year creating their works. Louisiana needs to build a greater awareness of our state as a potential location destination. The economic impact is calculated using information from an expenditure report completed by each production (no multipliers used).

The *Action Plan 2002* update numbers reflect a decrease in the impact of the film and video industry. Part of that decrease can be attributed to a change in the way economic impact is calculated and part can be attributed to changes in the industry. Film and television production have been leaving the U.S. at an accelerated rate since 1990. The trend is known as "runaway production". The issue is that many productions that are developed and intended for initial release/exhibition or television broadcast in the U.S. are actually filmed in another county (e.g., Canada). Billions of dollars worth of production and thousand of jobs have moved outside the United States. The location decision for a production balances factors such as expected revenues with cost of production (labor, services, etc.) as well as with the quality of talent, directors, and production crews. The combined result of the exchange rates (stronger U.S. dollar), lower costs, and incentives offered by governments outside the U.S. allows the producer of a typical TV movie to reduce costs by 25% or more simply by choosing to film in another country such as Canada. (Data Source: U.S. Runaway Film and Television Production Study Report, June 1999. Commissioned by the Screen Actors Guild and the Directors Guild of America and prepared by the Monitor Company)

Rationale: The income and overall economic impact from these projects coming to Louisiana is substantial.

Target: Professional judgment used.

Data Source: Louisiana Office of Film & Video

3.5.11
Number of educational curricula dealing with or related to the film and video industry

Explanation: On average, jobs in this industry produce higher than average wages. They also require specific education and/or training that is currently scarce in Louisiana.

The *Action Plan 2002* update counts 2 programs: the film program at UNO, which is ranked 6th in the nation and the computer animation program at ULL.

Rationale: To substantially grow this industry, the state needs to have programs to train the professionals and technicians the production companies need.

Target: To establish three film/video programs at Louisiana community colleges and universities by 2003 and increase that number to six by 2018.

Data Source: Louisiana Office of Film & Video

Objective 3.6 - To support and expand the tourism industry throughout the State

3.6.1
Number of visitors to Louisiana -- Louisiana residents, out of state visitors, & international visitors

Explanation: Visitor volume to Louisiana is measured in two ways. U.S. resident visitor volume is supplied to the Office of Tourism by the Travel Industry Association of America. Their Travelscope® survey measures visitor volume to all states by U.S. residents. International visitor volume is measured annually by the U.S. Department of Commerce.

Rationale: The number of visitors coming to Louisiana is one of the key factors in the economic impact of travel on Louisiana. More tourists result in increased spending and a greater positive economic benefit to individual businesses, citizens (in the form of employment) as well as the state (in the form of tax revenue).

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department

3.6.2
Visitor spending
Total (in billions)
Retail spending by international visitors using the Louisiana Tax Free Shopping Program (in millions)

Explanation: The total spending figures are from the U.S. Travel Data Center and include all visitors' spending since there is no way to differentiate between the spending by Louisiana residents traveling within the state and non-resident visitors. The annual growth rate is projected as 3 percent.

Rationale: How much visitors spend each year in Louisiana is the most relevant and direct measure of the success of tourism and its benefit to Louisiana Increased spending would continue to provide economic prosperity to both the private and public sectors. Accordingly, a decrease in spending would have a significant impact to the State's tax revenue resulting in a need to replace revenue or the possibility of increasing the tax burden on Louisiana's citizens. Additionally, decreased spending would indicate a negative impact on those businesses historically dependent on visitors, including fewer employment opportunities. Finally, a decrease in visitor spending would likely result in less resources made available for the protection, preservation and restoration of the rich cultural assets of Louisiana, undermining the quality of life in our state.

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department and United States Travel Data Center

3.6.3
Employment generated by tourism

Explanation: This benchmark measures the total number of individuals employed in positions that service the tourism industry and tourism related activities.

Rationale: Employment is fundamental to the prosperity and well being of Louisiana's citizens as well as the state at large. In addition to providing income to individuals, families and communities, employment attributable to tourism helps to keep our citizens from leaving the state in search of employment. Louisiana's rich cultural legacy is in fact directly attributable to her citizens such as those of French Acadian and African descent. Hence, loss of these citizens would likely result in the diminished appeal of Louisiana as a travel destination, as well as negatively impact the quality of life in Louisiana.

Target: Using the latest available statistical data, targets have been set on the basis of a 2 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department and United States Travel Data Center.

3.6.4
Number of Louisiana Welcome Center registered visitors.

Explanation: These visitor counts are from the visitors who sign the registration sheets at the 10 state-operated welcome centers located throughout Louisiana. The ten centers are located in Slidell, Pearl River, New Orleans, Kentwood, St. Francisville, Baton Rouge, Vinton, Greenwood, Mound, and Vidalia.

Rationale: The first welcome centers began operating over 25 years ago. The centers are located at major entry points into Louisiana and in Louisiana's two major destination cities. The purpose of these centers is to convince visitors to: 1) stay overnight in Louisiana and visit Louisiana's many attractions, and 2) extend their stay in Louisiana. The numbers of visitors to each center are reported monthly by the Office of Tourism.

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism, Research Department

Objective 3.7 – To improve the quality of life of Louisiana's children

3.7.1
Percent of children without health insurance

Explanation: To ensure access to needed and continuous health care services for children.

Rationale: There is well-documented association between insurance status and utilization of health care services among adults. A 1996 study by the Harvard School of Public Health, The Henry J. Kaiser Foundation and the National Opinion Research Center, found the uninsured are four times more likely to have an episode of needing and not getting medical care.

Target: Healthy People 2010 Objective is to reduce to 0 percent the number of children without health care coverage.

Data Source: U.S. Bureau of the Census. Current data for calendar year 1995 is from the March 1996 Current Population Survey.

3.7.2
Infant mortality rate

Explanation: To reduce the infant mortality rate per 1,000 live births.

Rationale: Studies have found that the infant mortality rate for children born into poor families are more than 50 percent higher than that for children born into families with incomes above the poverty line. There is a huge disparity between the infant mortality rates of African Americans versus that of whites. In 1995, Louisiana ranked 48th nationally.

Target: By 2008 achieve the national average set in 1995. By 2018 achieve the Health People 2010 Objective.

Data Source: National Center for Health Statistics.

3.7.3
Child death rate

Explanation: To reduce the child death rate per 100,000 children ages 1-14.

Rationale: In 1995, the national average was 28 out of every 100,000 children. This was down from a rate of 34 per 100,000 in 1985. Louisiana is still behind the national average of 10 years ago. In 1995, Louisiana ranked 43rd nationally.

Target: To achieve the Healthy People 2010 Objective of 25 percent improvement.

Data Source: National Center for Health Statistics

3.7.4
Percent of children in poverty and extreme poverty

Explanation: To reduce the number of children living in poverty and extreme poverty. The share of children under age 18 who live in families with incomes below the U.S. poverty threshold, as defined by the U.S. Office of Management and Budget. Children in extreme poverty are those living below 50 percent of the poverty threshold.

Rationale: Children living in poverty is perhaps the most widely used indicator of child well-being as poverty is closely linked to poor outcomes in health, education, emotional well-being and delinquency. During the 1990s, the number of children living below poverty in families that work (at least one parent working 26 or more weeks per year) has grown by a third. Louisiana is one of only 10 states with over 25% of their children being raised in poverty and in 1995, Louisiana ranked 50th nationally. The number of children in Louisiana in extreme poverty is twice the national average.

Target: To be set.

Data Source: U.S. Bureau of the Census, Current Population Survey, 1996

Appendix E

Council Activities & Proceedings

Report on Council Activities and Proceedings 2001-2002

The Office of the Governor contracted with the Ann Guissinger to provide staff assistance to the Council throughout fiscal year 2001-02. She worked with the Council to facilitate meetings and prepare presentations, worked with State agency liaisons regarding data for updating the *Vision 2020* benchmarks for *Action Plan 2002,* assisted task force chairs, when requested, to provide background information, attend meetings, and formulate strategies to implement recommendations, and prepared *Action Plan 2002.*

August 23, 2002 Council Meeting

This first meeting of the 2001-2002 year included an overview of accomplishments over the past 3 years leading to a discussion of plans for the upcoming year and the future. The meeting included a presentation by Gregg Gothreaux and Ann Guissinger entitled *Vision 2020 Update: How Are We Doing?—*a look at progress on benchmarks since *Vision 2020* was published. Ann Guissinger presented a brief overview of the Southern Growth Policies Board's recently issued strategic plan for southern states, *Invented Here: Transforming the Southern Economy.* Commissioner of Administration Mark Drennen presented a report on the budget process as it relates to *Vision 2020*, and Secretary of the Department of Economic Development, Don Hutchinson updated the Council on the status of the DED reorganization efforts, including the process underway to hire 15 new cluster and service professionals. Ann Guissinger discussed the timetable for the year leading to the presentation of the Draft Action Plan 2002 in mid February 2002. This timetable established dates by which Council task forces and agency liaisons needed to have specific information prepared to present to the Council and/or appropriate task forces. The Council requested reports from CAG members at the next meeting – discussing what their agencies' have accomplished specifically in response to *Vision 2020,* and asked the agency liaisons present to relay that request (also made in writing by the Governor's Office) to their agency secretaries.

October 23, 2001 Council/Cabinet Advisory Group Meeting

At this meeting of the Council and Cabinet Advisory Group (CAG), CAG members were asked to make presentations on what their agencies/groups had accomplished in response to *Vision 2020.* Presentations were made by Commissioner Savoie (Board of Regents), Paul Pastorek (for BESE), Bill Miller (for the Department of Education), Sujuan Boutte' and Raj Jindal (for the Department of Labor), Secretary of the Department of Natural Resources, Jack Caldwell, Robert Collins (for Culture, Recreation, & Tourism), Dr. Rouse Caffey and Frank Millican (for the Department of Agriculture), Danny Woods (for the Department of Social Services), Chuck Killebrew (for the Department of Environmental Quality), Eric Kalivoda (for the Department of Transportation & Development), and

Ellen Rhorer for the Department of Revenue. Ann Guissinger reviewed the timetable for information to be used in *Action Plan 2002* to be given to the Council and/or appropriate task forces.

November 15, 2001 Council Meeting

This meeting of the Council was a working meeting to hear for the first time the recommendations the task forces were suggesting for inclusion in *Action Plan 2002*.

Recommendations were presented by the Agribusiness Task Force (3 recommendations), the Culture, Recreation, & Tourism Task Force (one recommendation, carried over from last year), the Environment Task Force (2 recommendations), the Infrastructure Task Force (2 recommendations), the Diversification Task Force (1 recommendation), the Science & Technology Task Force (7 recommendations), and the Tax & Revenue Task Force (2 recommendations).

The Programs & Incentives Task Force, chaired by Jimmy Lyles, reported that it was waiting on completion (or near completion) of 3 studies (Jim Richardson for DED, PAR, and state economic developers) to put together a meeting where presentations on the 3 studies/proposals could be made to a group, including some P&I task force members. Mr. Lyles reiterated that it is important for the groups to come together to support one overall proposal well before the special legislative session devoted to economic development – in order to present a united front to the legislature.

The Education Task Force had not met, but committed to having recommendations ready prior to the next scheduled meeting to approve recommendations for *Action Plan 2002* scheduled for January 8, 2002.

January 8, 2002 Council Meeting

This working meeting of the Council was to finalize and approve recommendations to be included in *Action Plan 2002*. The task forces presented their recommendations for the year, many of which had been discussed at the previous meeting. Seven education recommendations were presented by the Education Task Force, and an additional recommendation was added during the meeting. Two of the recommendations submitted were withdrawn after discussion, two were added during the meeting, two were combined into one, and in some cases the Council provided direction regarding strategies for implementation. By the end of the meeting, the Council approved 27 recommendations, with 15 carried forward from Action Plan 2001, either in their entirety or with modifications.

February 21, 2001 Council/CAG Meeting

This meeting included a brief presentation of the Draft *Action Plan 2002*. Most of the meeting was spent hearing presentations on and discussing studies and proposals related to incentives to be proposed in the upcoming special legislative session. Dr. Jim Richardson, who recently studied Tax/Business Incentives and the Louisiana Economy for DED, presented recommendations as to how to add to, delete from, and modify existing incentives to better meet the state's objectives and be more competitive. Jack Walker, with Metrovision and representing a group of economic developers from around the state, presented a package of incentives being proposed by the economic development community. It was clear from the presentations that the proposals have a number of recommendations in common, and the differences are in programs to be modified, with the goals being very similar. Council members urged the Foster administration to quickly determine the incentives package it will present to the legislature, so economic developers around the state could begin to build support for the plan.

Appendix F

Task Force Reports

AGRIBUSINESS TASK FORCE FOR *ACTION PLAN 2002*

INTRODUCTION

Agriculture and economic development in the twenty-first century in Louisiana are directly related. Issues that have been identified as critical to economic development during the next twenty years are education, technology, globalization, and workforce development. The agricultural sector of the Louisiana economy, which includes forestry and agribusiness, is uniquely positioned to contribute to the state's entry into the expanding world economy of the twenty-first century. The private, along with the public, sector bring already strong and well-developed components that will facilitate the agricultural sector's contribution to the growth of the state's economy.

A vital component of the Louisiana base economy over the years, the production of raw agricultural products accounted for $4 billion in sales and a related value added sector which contributed an additional $4 billion, in the year 2000, for a total of $8 billion to our economy. Associated with the value added sector (agribusiness) was the employment of approximately one out of every fifth or sixth worker in the state. When viewed from this perspective there is in place within the state a substantial raw product production sector and associated processing, marketing and distribution sector. Coupled with this existing base is the potential for increasing demand for food and fiber in global markets and the enormous opportunities that are surfacing in the area of biotechnology. It has been consistently shown that as incomes increase in developing economies that there has been an increase in the consumption of protein foods and higher valued processed products, the production of both are greatly affected by the developments in biotechnology.

In addition to the base components of the agriculture and value added sectors the state has made substantial investment in the public sector in the agricultural and life sciences areas within the higher education system and a fledgling private sector component which will support the development of technologies that will contribute to the enhanced and continually contribution of agriculture and agribusiness to the state's economy. Within higher education there are research and outreach activities which concentrate on the development of technologies that contribute to enhanced products, both raw and processed. These activities have been shown in the recent past to yield rates of return that range from 17 to 31 percent. A substantial component of this technological base within the state resides within the Land Grant portion of the LSU System, **the LSU Agricultural Center**. The potential for contribution to the technologies needed for the twenty-first century can be found in the life sciences components of most of the units of higher education. There is already evidence of industry/university partnerships

through the acquisition of licenses and patents resulting from the privatization of university developed technologies in the agricultural and life sciences areas.

A natural outgrowth of the out reach activities (technology transfer) associated with the development of new technologies in agriculture and value added processes is the development of a competent work force to support twenty first century businesses and industry. Probably the most extensive and developed component of these out reach activities is within the extension programs of the Land Grant universities. They conduct programs that provide educational programs range from youth to adults. Embodied within these programs is the expertise to assist in a very tangible way with the development of a productive workforce to support the businesses and industries arising or growing from the development of the sector.

As outlined above the sector not only has a well established base within the state's economy, but the state, through its investments in economic development, has developed a public infrastructure is essential for the development of the twenty first century agribusiness industry. The current infrastructure supporting agribusiness clusters such as processing, port development, supply and distribution, etc. needs attention. This also needs to be complemented by a fledgling tech transfer industry resulting from university/industry partnerships. These components, combined with the increasing demands world wide for food and fiber, suggest that with the proper initiatives the industry is positioned to make substantial contributions to the state's economy within the next twenty years.

The Agribusiness Task Force suggests that the Goals and Objectives be expanded as follows: "To maintain and increase emphasis on the renewable natural resources of agriculture, forestry and fisheries and to develop and integrate ***new technologies*** *into these resources so the resulting* ***value added*** *products can significantly contribute to the economy of Louisiana."*

AGRIBUSINESS TASK FORCE SPECIFIC RECOMMENDED ACTION ITEMS FOR FY 2002/2003

The members of the LADEC Agribusiness Task Force recommend three specific actions to be included in the Louisiana Economic Development Plan 2002. These recommendations need to be addressed by the Louisiana administration and the legislature. They are:

1. **Establish a Public/Private Agricultural Industry Development Office in the Department of Agriculture and Forestry.** The need to have complete communication and coordination among the Department of Agriculture and Forestry, agribusinesses and potential agribusinesses, the Department of Economy Development,

the Governor' Office, other state and federal offices, and universities, is essential for agribusiness development in Louisiana. Business assistance and technology transfer to improve the economy through agribusiness is needed by Louisiana on a timely and effective basis.

The *Public/Private Agricultural Development Office* can attract and direct venture capital and technology companies to Louisiana research institutions capable of developing technology needed by high technology industries. The resulting technology enhanced products can be transferred to Louisiana based agribusiness firms for manufacturing/production and marketing. *Likewise, service and supply industries* can be better attracted to our state. This office most be pro-active, not only in bringing different groups of the agricultural industry together, but it must foster growth and development of Louisiana agribusinesses.

The office should function to identify, attract, and assist new technologies to the marketplace. The experience of learning of the developments made by public researchers and scientists too often goes only through channels familiar to the institution where such a development occurred. The proposed "*Public/Private Agricultural Industry Development Office*" should coordinate information, promotion and marketing of any agribusiness development that may present an economic opportunity to Louisiana interests, whether or not such technology was developed within or outside the State.

The office should operate under the direction of the Louisiana Department of Agriculture and Forestry and work closely with the cluster leader for agriculture, forestry and food in the Department of Economic Development. The office should have a director and a small staff. Advisors to the office should include someone from the grants and contracts office, LSU Agricultural Center; the Governors's office; the Louisiana Department of Economic Development, and the private sector. These representatives, or liaisons, will bring information that can be shared with the office, each other, and industry persons who wish to attend such meetings. Reports of information presented should be made available to persons who wish to receive information regarding agricultural developments that may have potential for economic success. The office should also pursue known industry personnel who have potential for agribusiness development in Louisiana. The office should become familiar with, and be prepared to guide prospective companies, industry development incentives that encourage such development in Louisiana.

Funding for this proposed office should be a legislative action in 2002. The anticipated budget is relatively small since the Departments of Agriculture and Economic Development should be able to provide some minor financial assistance from existing budgets. The budget should be requested by the Department of Agriculture and Forestry since it is proposed to implement this recommendation. The justification should be the recommendation in **Vision 2020.**

The state-wide coordination from this office will result in "spin-off" and support industries. Many agricultural industries generate by-products that could, if supported by state development plans, become another processor/manufacturer and marketer of a "value-added" product. The poultry and livestock industries generate wastes. The forestry industry generates pine needles and bark. The rice industry generates rice hulls. The sugarcane industry generates bagasse. Other agricultural, forestry and fisheries industries generate other low value by-products. If these "negative, or low value" by-products were researched and processes developed to produce marketable products form these resources, then many such by-products could become highly marketable products.

Often agribusinesses fail to develop in Louisiana because of a lack of supporting businesses. For example, poultry processors need poultry producers and feed manufacturers, who need grain producers, who need agricultural supply companies, who need trained truck drivers, forklift operators, accountants, etc. Louisiana must recognize the need to develop an integrated business environment that includes support and spin-off industries if it expects to attract and develop a prosperous economy. The proposed Agricultural Industry Development Coordinator should be the communicator and the vehicle for transfer of information from p ***parties of need to parties of interest.***

NOTE: AT THE JANUARY 8, 2002 MEETING OF THE LOUISIANA ECONOMIC DEVELOPMENT COUNCIL MEETING IN BATON ROUGE, THIS RECOMMENDATION WAS WITHDRAWN AFTER ASSURRANCES FROM DON J. HUTCHINSON, SECRETARY, DEPARTMENT OF ECONOMICE DEVELOPMENT THAT TO AVOID A POSSIBLE CONFLICK IN DUTIES OF THE NEW DIRECTOR OF AGRICULTURE, FORESTRY AND FOOD TECHNOLOGIES CLUSTER DEVELOPMENT (KELSEY SHORT), A MEETING WOULD BE HELD WITHIN THE NEXT THREE WEEKS TO BE ASSURED THAT THE MATTERS DESCRIBED BY THE AGRIBUSINESS COMMITTEE WOULD BE COMPLETELY COVERED BY THE DED CLUSTER FOR AGRICULTURE, FORESTRY, AND FOOD TECHNOLOGY. SECRETARY HUTCHINSON, DIRECTOR SHORT, COMMISSIONER BOB ODOM, AND AGRIBUSINESS CHAIRMAN H. ROUSE CAFFEY WERE TO BE INVOLVED IN THIS MEETING. THE WITHDRAWAL OF THE RECOMMENDATINON DEPENDS ON THE ASSURRANCE THAT THE "CLUSTER" DIRECTOR WILL WORK TO ACHIEVE THESE OBJECTIVES.

THEREFORE, THE FIRST RECOMMENDATION WILL NOT BE REFLECTED IN ACTION PLAN 2002, BUT THIS REPORT AND THE REMAINDER OF THE AGRIBUSINESS TASK FORCE REPORT WILL BE INCLUDED IN THE APPENDIX OF ACTION PLAN 2002.

2. Provide Additional Support for LSU Agricultural Center Forest Products Laboratory and the Value-Added Wood Products Industry Development. Forestry is grown on 13.8 million acres in Louisiana and is by far the largest land use in the state. According to the 1997 census, there were 20,600 people employed in the forestry manufacturing industry. There are also several thousand people employed in the harvesting and transportation of timber. The projected 1999 Louisiana forestry income and value added declined form 1998 totals. With wood-using industries and commercial timber harvesting activities occurring in all parishes private forest land owners received approximately $662 million from the sale of forest timber, down 13% from an estimated $752 million in 1998. Timber harvesting contractors and their employees earned $406 million, down 33% from 1998. Despite this downturn, the forestry products industry is still the number one farm crop in Louisiana, and is the number two employer in Louisiana, ahead of oil, and slightly behind chemicals.

The 2000 Louisiana Summary, Agriculture and Natural Resources published by the LSU Agricultural Center, the farm value of forestry (timber, straw, bark, Christmas trees) was $1.07 billion, and the value added was $2.20 billion, thereby resulting in an economic impact of $3.27 billion.

In the early 1990's the Louisiana Legislature started the funding of a Wood Products Utilization Laboratory at the Louisiana State University Agricultural Center. Unfortunately, budget reductions assigned to the Ag Center the budget year immediately following the appropriation significantly reduced the funds since money had to be returned to the State. Since then, there have been no new appropriations to the Wood Products Utilization Laboratory.

It is very obvious that the processing sector of forestry has achieved a lot. But, the potential is even greater. With the advent of the public sector (Mississippi State University) and the private forestry working together, Mississippi is now the second largest furniture manufacturing state in the nation, second only to North Carolina. Louisiana recognized that this type of partnership was important and in the early 1990's the Legislature started the funding of a wood products laboratory at the LSU Agricultural Center with cooperation of the forestry department at Louisiana Tech. Unfortunately, the first appropriation was reduced in amount from the original appropriation the very first year. And, it has not been funded adequately since then. Funding the Forest Products Laboratory would certainly help provide needed R&D to the wood products

industry. We are very similar to Mississippi in size of the forest industry in terms of forest lands. With a proper support for R&D and for issues favorable to agribusiness in Louisiana, there is no reason why we cannot at least be equal to their forest industry.

In addition to the above recommendation, the state should be encouraged to support the Forestry Productivity Program and expand forestry programs using extension, research and teaching to develop employment opportunities in the forest products industry.

3. Accept the Louisiana Aquaculture Plan prepared by the Aquaculture Task Force and published in September 2000 as a plan for economic development through agribusiness development. The report is discussed in one of the 14 examples of agriculture, forestry and fisheries projects included as an appendix of this report. The Louisiana Aquaculture Plan is available on request from the Louisiana Department of Agriculture and Forestry, or the Aquaculture Research Station, LSU Agricultural Center.

*NOTE: AT THE JANURARY 8,2002 MEETING OF THE LOUISIANA ECONOMIC DEVELOPMENT COUNCIL, IT WAS POINTED OUT THAT THIS **IS NOT** A RECOMMEDATION, BUT INCLUDED ONLY AS A REMINDER OF THE AQUACULTURE TASK FORCE REPORT. THE PRINTED REPORT HAS BEEN DISTRIBUTED STATE-WIDE, AND COPIES ARE AVAILABLE FROM THE LOUISIANA DEPARTMENT 0F AGRICULTURE OR THE LSU AGRICULTURAL CENTER.*

The three recommendations, with notes on numbers 1 and 3, have been identified and listed previously. In order to provide planners with examples of specific actions or blue prints for the next 20 years, the Agribusiness Task Force has listed **14** examples of recommended "projects" for Louisiana. The list is not necessarily in priority, or is it exhaustive of needed areas of attention for the further development of the renewable resources of agriculture, forestry and fisheries. Hopefully, the list will inspire action(s) on the part of the administration and the legislature.

A LIST OF FOURTEEN SUGGESTED EXAMPLES, OR PROJECTS, FOR ECONOMIC DEVELOPMENT THROUGH THE RENEWABLE RESOURCES OF AGRICULTURE, FORESTRY, AND FISHERIES.

Agricultural Research and Development. Just as R&D is essential for the success of national and multinational corporations, so is agricultural research and technology transfer essential for the continued success of agricultural production and the establishment of appropriate agribusinesses in Louisiana. And, public supported agricultural research benefits the consumers by providing good, wholesome and safe food and fiber at an affordable price. It is also a factor in the national security of our nation. Recent national studies revealed that annual rates of return from agricultural research, including development implementation and subsequent spin-offs, range from 17-31%. Given the potential which exists for further processing of Louisiana's agriculture, forestry, and fisheries, investment in research and development is good business and results in improved economic viability.

Unfortunately, given the present budget situation, greater state support for agricultural research and development is unlikely to happen unless decision makers determine that this is a vital section of Louisiana's economy. Unless something happens to change this, then no new support is anticipated at any significant level. New dollars for R&D are then most likely to be generated through funding by private entities. The downsize of this is that these entities will be poised to bring new technologies to market, but most of the funding will come from out of state and this means that new technologies resulting form the research will be commercialized out of state.

Louisiana has the opportunity to recognize these needs by properly funding the LSU Agricultural Center, the Pennington Center at Baton Rouge, the Gulf South Research Center at Lafayette, and other appropriate research at other universities. Likewise, the university researchers need to understand the important part they play in developing new technologies. Furthers, the relationship among technological developments,

venture capital, and the development of agribusinesses must be better understood.

In addition to the current status of Louisiana agriculture, the developments in the exciting fields of biotechnology (and they will be greater in the coming years) and the need for environmental friendly agricultural production and agribusinesses, the anticipated grown in the renewable resources of agriculture, forestry and fisheries will be of great significance to Louisiana. But, public funding R&D is a must!

Develop strategic plan for Legislative appropriations for University technical assistance for research and development agribusiness projects of high priority. The LSU Agricultural Center, a campus of higher education, among its' many statewide duties, has the primary responsibility for research and development of agribusiness in Louisiana. Because of the governing structure of higher education in Louisiana, this campus presents its' budgets for approval to the LSU Board of Supervisors, then to the Louisiana Board of Regents, and finally to the Legislature. Legislative consideration of this budget is restricted to that approved by the Louisiana Board of Regents. If high priority needs of agribusiness relating to research and development from the university research and development are not approved or included as it goes to the Legislature from the Board of Regents, there are no public funds appropriated to support the R&D for potentially economic important agribusinesses. That presents a delay and problem in developing economically viable agribusinesses from the vast renewable resources of Louisiana (agriculture, forestry, and fisheries).

That constraint means that opportunities to respond to demonstrated agribusiness needs; House and Senate Concurrent Resolutions for agriculture, forestry, and fisheries agribusinesses (such as the Red River project and the wood utilization project that were House Concurrent Resolutions in the early 1990's); and other emerging opportunities, requiring assistance from the LSU Agricultural Center and other universities, would be delayed a minimum of 1-2 years before even presenting a budget request to the Legislature.

The LADEC Agribusiness Task Force recommends that the present limitations imposed by the Board of Regents as described above be relaxed for priority agribusiness projects of significant

economic and competitive nature when (1) there is a Legislative demand for the initiation and study of such agribusiness projects requiring technical assistance from the LSU Agricultural Center and other universities, or (2) that **priority** *unmet technical needs of the agricultural, forestry, and fisheries agribusiness* **considered essential** *are presented and approved by the LSU Board, other appropriate higher education Boards, and the Regents, even if that action takes place after the preliminary budgets have progressed for presentation to the Legislature. Obviously, this action would have to take place before the Legislative Session each year.*

Agricultural Processing. Louisiana agricultural products represent a significant part of the state's economy. Further processing of agricultural, forestry, and fisheries product will change Louisiana from an exporter of raw agricultural, forestry, and fisheries products to value added exports. The history of further processing of these products in Louisiana has not been good. Instead, we have depending on out of state processors for most of our renewable resources that are produced in abundance here. To convert Louisiana from an exporter of raw agricultural products into an exporter of processed products of high value added will significantly expand the state's economic base. To accomplish this, the state must encourage and support the development of processing plants in Louisiana.

Louisiana needs to create incentives for agricultural, forestry and fisheries processing facilities and processing plants to locate in Louisiana. Louisiana economic development efforts as a whole are conducted lacking the funding available in competing states. Major agricultural processors locate near the source of the raw product first, but that is balanced by the consideration of economic incentives offered by the locality. Other states have "out-bid" Louisiana in terms of these incentives and assistance. Of course the help from local and state sources benefit the manufacturer, but the local and state governments benefit through larger tax bases and employment. The lack of processing facilities for the major plant and animal industries in this state is very evident. The potential is also just as evident.

In addition to the factors above, venture capital and grants are essential to the healthy start up of new agribusinesses.

Businesses should be more informed on how to access these resources.

There are many factors impacting the location of processing facilities to Louisiana. The number one criterion is the availability of a large, but well trained labor source. Louisiana has many small communities with double-digit unemployment and the educational system in this state is being greatly improved with the goal of providing training for such workers. Available land for various size industries is another factor. Louisiana has that flexibility. Water resources for processing and waste disposal from the processing facilities are extremely important. At this point, the latter is more of a problem than the water resources. Technology is addressing the waste disposal problem. This is evidenced by on-going research by the LSU Agricultural Center and the private sector.

The two largest commodities that have effectively used further processing for value added are the forestry (wood products) industry and the poultry industry. They rank number one and two respectively in further processing for added value. Dairy is another industry that depends on further processing. But, the opportunity for value added is present for all of our commodities in Louisiana. Examples are the aquaculture industry, the gulf coast fisheries, commercial vegetables, beef, cotton, soybeans, and others.

Training for Agricultural Production, Processing, Marketing and Exporting. It is obvious that just it is necessary to train people for the high tech industries sought by Louisiana, training is essential for high tech, high value agriculture, processing, and marketing. The necessary training may be a function of trade schools (or regional colleges); short courses by 4-H and FFA; Louisiana Cooperative Extension Service; internships with agribusinesses or processors; special agricultural high schools such as the one started in Avoyelles Parish; community colleges; universities; or even MBA programs. The training should consider all the factors involved in these activities, from hands-on work and skills, to computer and technology, and to business and managerial skills.

Young people with an entrepreneurial spirit need to be identified and nurtured. They may be found in high schools, colleges, universities, or like non-traditional students, in areas adjacent to the development of agricultural, forestry and fisheries agribusiness development. They need to receive the necessary fundamentals that will help them succeed and avoid business pitfalls. There are many opportunities to achieve this training, but perhaps a basic need might be met at the trade schools and by associate degrees in agribusiness at the university level, as well as at the two-year schools.

Develop a state strategy (communication) for recognition of the importance, need, and recruitment of agricultural, forestry, and fisheries agribusinesses in Louisiana. If Louisiana's natural renewable resources are put in their proper perspective and economic impact, then our apparent search for **high tech** industries should be properly balanced with our obvious wealth of agriculture, forestry, and fisheries renewable resources, which can be developed into both **high tech and high value agribusiness.** Unfortunately, in our attempt to locate high tech industries in Louisiana, we failed to realize that we are not yet competitive with the Golden Triangle of North Carolina or the Silicon Valley of California. Fortunately, however, Louisiana is improving in the development and search for these industries.

We do have abundant agricultural, forestry, and fisheries resources. There is a great opportunity to expand agribusinesses for those resources. Transportation by water is a unique resource available to us for these renewable resources. If in doubt, evaluate the international agricultural and food trade transported by the Mississippi river. It is the largest segment of our national exports. Air transportation is likewise excellent for national and international trade areas. Our improving road system, both state and federal, is also an asset to national trade because of our geographical location.

The LADEC Agribusiness Task Force recommends that in Louisiana's quest for economic development, that we not ignore the role of agribusinesses to our state. We encourage more support for Departments such as the Department of Agriculture and Forestry as they actively seek agribusiness development. Further, we recommend that the Department of Economic Development devote more resources and time to agribusiness recruitment. We

petition all state agencies to seek opportunities for significant development of our renewable, value added agriculture, forestry and fisheries. We ask that the legislative and administrative branches of government place emphasis on agribusiness development through all avenues available to them, in addition to the desire for high tech opportunities that exclude agriculture, forestry, and fisheries.

The Agribusiness Task Force believes there is a huge communication gap between the producers of food and fiber in Louisiana and the consumers. The gap is the lack of understanding by the public as to who are the producers of the food they eat and the houses where they live. Everyone in Louisiana should feel as though they have a personal stake in the success of agriculture in our State. How we communicate this is a major issue.

Promotion of Louisiana Exports. The conditions for export of Louisiana products to international markets by small businesses holds enormous potential and promise as a strategy for economic development at this time. It is important to exploit this unique window of opportunity where free trade conditions in international markets have coincided to augment the state's natural advantages for exports.

During the last decade, foreign trade was the fastest growing sector in the world economy. In the U.S. economy, foreign commerce will continue to be the fastest growing sector according to the projections of the U.S. Bureau of Economic Analysis. Among other advantages are the strategic locations of Louisiana in close proximity to Latin American and the Caribbean countries with complimentary economies for trade and the system of deep-water ports geared for efficient handling of exports.

The Port System. Louisiana is endowed with an efficient domestic transportation network and a deep-water port system to handle foreign commerce. Located at the confluence of the worlds largest inland waterway system and supplemented by a network of highways and railroads, ports located on Lower Mississippi handle more than 400 million tons of cargo each year. According to the U.S. Army Corps of Engineers, Louisiana ports handled 104.5 million tons of exports in 1997 ranking as number one in the union. Texas was ranked second with 54.6 million tons. The Ports of South Louisiana and New Orleans ranked as the largest tonnage ports in the nation. The largest single commodity handled was agricultural grains and farm products accounting for 156.5 million tons in 1997. The port industry together with other water related industries such as oil and gas, and chemicals comprise the largest economic sector in the state. The port infrastructure developed by the private and public sector participation on the Lower Mississippi remains the largest and most efficient bulk cargo operation in the world.

In addition to bulk cargoes, a significant amount of container cargo handling takes place at the Port of New Orleans and Lake Charles. The deep-water ports provide easy access to the farmers in the Mid-West, but also could function to facilitate exports of Louisiana products.

The State of Louisiana must monitor and support port development.

The Institutional Infrastructure for New Exports. The physical infrastructure described above could be used for planned exports with several adjustments. However, the institutional infrastructure of the existing system is geared to large-scale operations essentially managed by multi-national firms. Therefore, in addition to the production activities, the development of an efficient institutional framework is of high priority. As international trade is highly competitive, an institutional framework, including efficient small businesses with foreign connections, flexible banking policies for export financing, marine insurance, freight forwarding and shipping services are precursors of the industry. A comprehensive public program to assist small businesses is necessary for this purpose.

Wetlands Research, Technology Transfer, and Policy. Over 75% of Louisiana's 13.3 million acres of coastal wetlands are privately owned. These landowners are increasingly faced with constraining regulatory actions and are in dire need of economic investments that maintain the environmental integrity of their wetland resources. Although the states is a national leader in wetland restoration through programs such as the Breaux Act and the Wetland Reserve Program, Louisiana also lead the nation in annual wetland loss, estimated at 25-35 square miles annually. Such losses impact not only Louisiana, but the national economy as well. Additional measures are needed to ensure that these wetland resources maintain their link as a viable contributor of fisheries, petroleum, water-borne commerce, recreation, and environmental benefits. This includes research, the extension of this research to wetland needs, development of related agribusinesses, and continual policy review of issues affecting Louisiana wetlands.

Expand research and development of the aquaculture and fisheries industry. In terms of total acres devoted to aquaculture, Louisiana leads the nation. That is primarily due to the approximate 100,000 acres in crawfish. The acreage in crawfish has declined during the last two years due to several problems, including exceedingly dry weather in late summer and early fall; marketing problems associated with imports, etc. The catfish industry began in the 1960's in Louisiana, but has failed to expand as anticipated. It is the largest finfish industry in the state. Other finfish aquaculture such as tilapia has not become major industries. There are many reason, but one is the fact that tilapia must be produced Ain doors@ in Louisiana (recirculating systems); red fish production requires a permit; and hybrid striped bass culture has similar production constraints. **The Louisiana Aquaculture Task Force published both executive and comprehensive reports in September 2000 listing 20 recommendations with suggested actions.** That executive summary was printed in quantities sufficient for wide distribution. Copies were distributed to the Louisiana Legislative members, associations, universities, and individuals. Copies are available by contacting the Louisiana Department of Agriculture and Forestry, or the Aquaculture Research Station, LSU Agricultural Center.

Louisiana is the second largest producer of natural fisheries in the nation, primarily because of the wetlands and the Gulf of Mexico. Fisheries agribusiness and the supply support for that very large industry offers a tremendous potential for expansion.

New, expanded commodities and new products. Research and development on non-traditional agricultural products is essential as we develop Louisiana's renewable resources during the next twenty years. Global market research into non-traditional agricultural products is rapidly growing in the food sector, such as functional foods, herbs and nutritional items. Plant medicinal research is not just relegated to China or other parts of the world, but also to Louisiana. The potential for expanding current agricultural products into value added food ingredients (i.e., rice four to rice starch and others). Cultural specific food items are growing in Louisiana. Specialty commodity markets such as mushrooms; organic fruits, vegetables and grains; sod or turf; small fruits; and similar commodities have a role in Louisiana in addition to our large-scale production agriculture. And, each of these areas provides an opportunity for agribusinesses and economic development.

E-commerce in agribusiness. The role of e-commerce in food production and processing is now appropriate for Louisiana. How can e-commerce be utilized in the marketing of products or the purchase of inputs to increase viability of the food/food technologies sector of the State? Are markets and product, heretofore outside the reach of local firms, now available with the advent of e-commerce. Assistance in development of this concept is a joint private/public effort.

Development of new plant and animal industries in Louisiana. The commercial vegetable industry and the pork industry are examples where these are major industries in many states, but not in Louisiana. The LSU Agricultural Center has extensive work underway in both involving research and outreach, or extension. The Department of Agriculture and Forestry has made many attempts to recruit these agribusinesses to Louisiana, even to the extent of helping a vegetable processing plant get established in Rapides Parish, and then managing it during

difficult times. To continue to ignore these opportunities result in other states accepting the challenge, and consequently, benefitting economically.

Development of a Water Resources Master Plan for Louisiana. The issue of water for agricultural uses has been heightened in recent years as a result of the recurring drought conditions and increased industry , urban and agricultural usage. A here-to-fore limited concern relative to use and the availability of water has become an issue that will affect production agriculture, industry, and rural and urban municipalities. Water has been a national concern for many years, **but it has not been a major item on the public agenda for Louisiana until 2001 when it gained statewide attention and legislative action.**

The concern is ownership rights of ground and surface water, and the quantity and quality of this water. A major state effort needs to be continued to outline and explain current laws affecting use and ownership and to develop proper guidelines and legislation, if needed, that is fair to all concerned.

The economic well being of the state is in direct proportion to the level and quality of management of Louisiana' s water resources. Multipurpose utilization of surface water is essential to create economic enhancement of agriculture, industry, municipalities, recreation, fish and wildlife. Groundwater quantity and quality must be protected. On the other side, excessive surface water must be handled in such a manner as to prevent property damages.

The state is traversed by thousands of miles of rivers, bayous, man-made waterways, levees and pump systems. Historically, the designs of water systems focused on the removal of excess water to prevent damage to property. Major changes have occurred throughout the state during the past 50 years since those systems were installed. Many of these changes were brought about by new laws governing the uses of land and water resources and by increased demand for water. And, recent experiences in recurring lack or rain during certain critical times has created drought conditions that have negatively impacted agricultural production.

The state is at a major crossroad in the management of its water resources. The problem is that there no master plan exists to guide priority development, ownership, evaluation of interactive impacts on joining properties, etc. No one state agency is coordinating or directing statewide project activities involving water resources by local, state or federal agencies.

> It is appropriate for this issue to **continue** be brought to the attention of both the private and public sectors The development of such a plan will not be easy, but it should begin to happen with all sectors involved in discussions leading to a water resources master plan for Louisiana.

CULTURE, RECREATION, TOURISM, TASK FORCE REPORT

Beverly Gianna, Chair

Initially, the CRT Task Force was composed of 31 key members representing a variety of tourism disciplines, as well as all regions of the state. Representation included was not limited to hotels, restaurants, attractions, parks, festivals, preservation, beautification, film and music.

During a series of meetings, input was gathered in order to establish benchmarks. This information was submitted to LEDC. Each committee member received preliminary copies of Vision 2020 and comments and suggestions were solicited. Final editions of Vision 2020 and Action Plan 2000 were subsequently mailed to all committee members.

The CRT Task Force Chair was reappointed for another term and was asked to form a committee for 2001-2002. The new committee is smaller, but based its work on the input of the original committee and the final Vision 20/20 overall goals.

DIVERSIFICATION TASK FORCE REPORT

Vic Lafont, Chair

The primary purpose and direction of this year's Diversification Committee will involve a more intense focus on diversified businesses (existing & prospective) in Louisiana. Work performed will not only involve an inventory of the existing diversified seed clusters, but also a closer evaluation of each to determine a more accurate categorization of industry codes within the seed clusters. Working closely and simultaneously with the current reorganization of the La. Department of Economic Development, the Committee will continue to provide guidance, direction and overall input on reshaping the diversification of Louisiana's industrial base as well as recommendations involving future staff development. Within this framework, the Committee endeavors to assist LaDED in the development of diversification strategies, as well as how these plans are going to be carried out specifically.

EDUCATION AND WORKFORCE TRAINING TASKFORCE

Tim Johnson, Chair

The Education and Workforce Training Taskforce members are experienced classroom educators and administrators, representatives of industry, and industry support groups. All are familiar with or experienced in the educational and training programs in Louisiana.

In a meeting, telephone calls, and emails, the Education and Workforce Training Taskforce decided to continue all five of the recommendations from *Action Plan 2001* in *Action Plan 2002*, with minor language changes were made to some of the recommendations.

In addition to the five recommendations from Action Plan 2001, the taskforce members recommend three new recommendations related to technology, funding, and workforce training.

INFRASTRUCTURE TASK FORCE REPORT
Bobby Simpson, Chair
Eric Kalivoda, Vice Chair

INFRASTRUCTURE TASK FORCE
November 15, 2001

The Infrastructure Task Force is responsible for developing benchmarks concerning transportation, flood control, water resources, utilities, information technology, geographic information systems (GIS), and land use/industrial site infrastructure. During the initial development of Vision 2020, the Infrastructure Task Force developed numerous benchmarks for consideration by the Economic Development Council. Initially, twenty-Five were accepted by the Council for inclusion in the plan. In the fall of 2000, four new information technology benchmarks were developed as part of Action Plan 2001; however, these were never formally adopted by the Economic Development Council.

The Infrastructure Task Force has reviewed the existing benchmarks to identify any needed revisions and to determine whether new benchmarks were needed, particularly in the areas of water resources, utilities, and GIS infrastructure. The findings of the Task Force are summarized below:

General Comments on Existing Benchmarks

Benchmark 2.3.1 "Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)

- The state has begun updating the plan so this benchmark will have to be modified in the future.
- The kickoff conference for the plan update was held in July/August 2000 in New Orleans. The update should be completed by July 2003.
- Until the new plan is completed and adopted, the existing plan remains in effect.
- No action is required at this time.

Benchmark 2.3.2 "Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented"

- DOTD is exploring the possibility of bonding these projects and having all of them complete or under construction in 10 years so this benchmark may have to be modified.
- No action is required at this time.

Modifications to Existing Benchmarks

Benchmark 2.3.12 "Number of foreign cities with direct air service from Louisiana"

- The Aviation Breakout Session at the statewide planning conference held in July/August 2000 produced a recommendation that this benchmark be expanded to:

"also include the number of domestic cities with direct air service from Louisiana. By examining the number of domestic cities, additional comparisons could be drawn and specific effort made to market domestic air service opportunities."

- The Task Force recommends that this benchmark be broken into two components:
  2.3.12A "Number of foreign cities with direct air service from Louisiana"
  2.3.12B "Number of domestic cities with direct air service from Louisiana"

Benchmark 2.3.15 "Number of airports which can accommodate jumbo aircraft"
Benchmark 2.3.16 "Number of airports which can accommodate international jet aircraft"
Benchmark 2.3.17 "Number of airports which can accommodate commercial jet aircraft"
Benchmark 2.3.18 "Number of airports which can accommodate corporate jet aircraft"

- The four benchmarks deal with the length and strength of airport runways.
- The Aviation Breakout Session of the statewide planning conference held in July/August 2000 produced a series of recommendations concerning these:

1. Combine 2.3.15 and 2.3.16 with the title "Number of airports which can accommodate international wide-body jet aircraft" and increase minimum runway length to 10,000 feet.
2. Change the number of Benchmark 2.3.17 to 2.3.16 and increase the minimum runway length to 7,600 feet.
3. Insert a new Benchmark 2.3.17 with the title "Number of airports which can accommodate regional jet aircraft" with a minimum runway length of 6,500 feet.
4. Increase the minimum runway length called for in Benchmark 2.3.18 to 5,000 feet.

The following four information technology benchmarks were developed in the fall of 2000 as part of Action Plan 2001. These need to be formally adopted by the Council. Pertinent information is provided below:

2.3.W Percent of Louisiana residences and businesses with DSL equivalent connectivity available
2.3.X Number of Tier One Internet Gateways located in Louisiana”
2.3.Y Percent of public college and university research facilities connected to an optically switched, fiber borne research network which in turn is directly connected into a Tier One Internet Gateway.
2.3.Z Percent of state agency offices connected to an Internet Protocol (IP) voice, data, and video network.

- ***Explanation:*** These measure the efforts to leverage the state's new fiber optic assets to assure that state and local governments, universities, schools, and, where necessary, the business community have access to state-of-the-art, world -class, high-speed connectivity..
- ***Rationale:*** Goal 2 of Vision 2020 identifies technology as the driving force behind the growth and diversification of the state’s economy. Telecommunications infrastructure has become essential economic infrastructure in the digital economy. Access to affordable bandwidth has become a core consideration in the location decision-making process of companies where information plays a mission critical role. State

telecommunications and information technology assets can be leveraged into strategic economic investment tools that can influence the telecommunications infrastructure investment behavior of private sector telecommunications companies. Through the leveraging of these assets, the state will be able to speed the deployment of a robust, state-of-the-art telecommunications infrastructure in Louisiana that will enable businesses, academic researchers, and private citizens to take advantage of the full benefits of the digital age. Timely deployment of this infrastructure will help strengthen and grow existing businesses and create new business opportunities. A world-class telecommunications infrastructure will also facilitate the development of the six technology clusters targeted by Vision 2020 as part of Louisiana's economic diversification effort.

- ***Target:*** The state needs to develop a world-class telecommunications infrastructure to strengthen existing, and create new, businesses in the rapidly growing telecommunications industry. The goal is to have these four benchmarks fully implemented within five years but no later than 2008.
- ***Data Source:***

Benchmark		Base = 2000	2003	2008	2013	2018
2.3.W	% residences with DSL equivalent connectivity available	?	80	100	100	100
2.3.X	# Tier 1 Internet Gateways in LA	0	1	1	1	1
2.3.Y	% public colleges & universities connected to research network	0	?	100	100	100
2.3.Z	% state agencies connected to IP network	?	80	100	100	100

New Benchmark - GIS

- Proposed benchmark entitled "Number of geospatial datasets recognized by the Louisiana GIS Council and available in the public domain"
- ***Explanation:*** This measures the number of public domain digital geospatial datasets recognized by the Louisiana Geographic Information Systems Council and available via the Louisiana Geospatial Portal.
- ***Rationale:*** Geographical-related information of potential use to the state, business and industry, and citizens is collected and stored by many state agencies. The Louisiana Geographic Information Systems Council (LGISC) was created by the State Legislature in 1995 to "eliminate duplication of effort and unnecessary redundancy in data collections and systems and to provide for integration of geographically-related data bases to facilitate the policy and planning purposes of the State of Louisiana" (La R.S. 49:1051-1057 (Act 922, 1995). LGISC recognizes digital geospatial datasets, which are considered part of the Federal Geographic Data Committee (FGDC) Framework Data Layers and which may become digital geospatial data layers of the Louisiana Framework Data Set for use by public agencies. Technological advances, rapid growth and expansion of computers, software, and e-commerce shift the focus of state government to effectively and efficiently provide access and resources for those wanting to acquire geospatial information. The Louisiana GIS Council under the direction of the Office of Electyronic Services and Chief Information Officer provides a platform for access to official Louisiana geographical-related information used to support the policy, planning,

and administrative needs of the state. The Geospatial Portal will leverage rapidly growing geospatial technology to extend support to business and industry, and citizens for use in planning and research.

- ***Target:*** The goal is to review, evaluate, select, and recognize digital geospatial datasets, to make them available in the public domain of Louisiana, and to develop and implement a method of dissemination of Louisiana geospatial datasets.
- ***Data Source:*** Information on geospatial datasets may be obtained from the Louisiana Geographic Information Systems Council http://www.state.la.us/lgisc and the Louisiana Geographic Information Center.
- One such dataset has been approved by the GIS Council and is available (Parish Boundary Dataset)
- Benchmark calls for 5 such sets by 2003, 8 by 2008, 15 by 2013, and 20 by 2018.
- Future datasets will include
    1. Political Boundaries
    2. Demographic Layers - market research, etc
    3. Transportation and other infrastructure layers
    4. Environmental layers

Benchmark(s) still in progress - utilities

- The Task Force's original benchmarks in this area, comparing average electricity and natural gas costs in Louisiana with regional and national averages, were rejected by the Council. Adequate electric power is obviously critical to economic development. If we can find a way to measure it, the Task Force would like to add the following benchmark:

  "Electric generation, transmission, and distribution assets sufficient to accommodate economic growth".

Recommendations for Action Plan 2002

- The recommendation listed below on Information Technology Infrastructure contained in Action Plan 2001 should be continued in Action Plan 2002. The following strategies, included in Action Plan 2001, may need some revision depending on the progress made over the last year:

  Recommendation: Leverage the State's new fiber optic assets to assure that state and local governments, universities, schools, and where necessary, the business community have access to state-of-the-art, world-class, high-speed connectivity.

  Strategy 1 (Budgetary): Hire a Chief Information Officer (CIO) to drive the progress of leveraging the potential of the State's fiber assets by June 30, 2001.

  Strategy 2 (Budgetary): Charge the CIO to develop a consistent set of standards, practices and protocols consistent with leading edge industry networking standards that will guide the State's transition to the new network and to guide subsequent State IT investments so as to achieve maximum return on investments.

Strategy 3 (Budgetary): Develop a plan to facilitate the location of a Tier One Internet Gateway in Louisiana by November 2001.

Strategy 1 (Legislative): Review, revise and restructure the legislation which created and governs the organization and operations of the Office of Telecommunications Management, placing that office under the direction of the CIO and giving the new OTM more authority to establish standards.

- The Infrastructure Task Force requests that the following recommendation and strategies on transportation infrastructure be added to Action Plan 2002:

  Recommendation: Develop an effective multimodal transportation system that will accelerate economic development.

  Strategy 1 (Executive): Include transportation issues in the Special Session on economic development to be held in the spring of 2002.

  Strategy 1 (Legislative): Examine options for strengthening transportation system investments to promote economic growth, capitalize on international trade opportunities, and enhance the quality-of-life.

Science and Technology Task Force Report

DENNIS LOWER, CHAIR

The Science and Technology Task Force is comprised of individuals from across the state interested in the development of Louisiana's technology clusters. The goals and objectives of *Vision 2020* were reviewed at each meeting during the past year, providing direction in the formulation of committee recommendations.

The task force met twice in the past year on July 25, 2001 and November 7, 2001 to review implementation progress on the Action Plan 2001 recommendations, and to formulate the recommendations for Action Plan 2002.

This year, seven recommendations were advanced to the full Council for consideration. They include:

1. **(Repeated from last year) Establish a dedicated, focused authority or agency that will coordinate and advance the technology economic development strategies contained in *Vision 2020***

   In 2001, significant progress was made to focus technology economic development initiatives in the Department of Economic Development. Technology cluster directors were hired, and strategic cluster plans are being developed. Though recognized as an important issue to be addressed, the time consuming task of reorganizing DED prevented the department from evaluating the best way to provide a coordinated focus for technology-related issues. We advance this recommendation again this year with the expectation that the Secretary together with the cluster directors will engage this concern and advance an effective solution.

2. **(Repeated from last year) Develop three wet-lab technology incubators in the south, middle, and northern part of the State in order to establish the necessary physical infrastructure that will support emerging biomedical, biotechnology, environmental, energy, and food technology companies in Louisiana**

   Significant progress has been made in the past year on this recommendation. A "Wet-Lab Business Incubator Feasibility Study" will be complete November 21st. The Foster Administration has been supportive of the initiative. We advance this recommendation again this year with the expectation that it will be seriously considered for funding in the FY2002-03 budget.

3. **(Repeated from last year with a defined focus) Develop and maintain an integrated Technology Resources Database that would promote industry/university partnering, efficient use of research equipment, and provide a comprehensive source of data for planning and marketing. Specifically, establish an Internet Web site listing all**

university-based technology available for licensing, with links back to the host institutions.

Minimal progress has been made on this recommendation, but the Task Force continues to believe in the importance of a long-term initiative that will promote industry/university partnering and access. The Task Force specifically recommends that small attainable steps be taken toward achievement of this goal. In particular, establishing a "clearinghouse" web site on which all university-based technology available for licensing can be promoted, with links back to the host institution. This is a relatively inexpensive proposition, with a Science & Technology Task Force member willing to host and maintain the site free of charge.

4. **(Repeat from last year) Devise innovative programs that target the majority of equity investment dollars to seed funding of early stage and start-up technology businesses**

   Progress is being made on initiatives within the Louisiana Economic Development Corporation and outside, as well. A number of efforts are under consideration at this time. The Task Force believes it is one of the most critical components in the tech transfer chain still missing in the State. Until it is addressed effectively Louisiana will lag behind in achieving significant technology cluster development.

5. **(New) Evaluate Louisiana's university technology transfer policies and practice and benchmark them against national best practices, with recommendations on how to improve outcomes**

   Vision 2020 places significant responsibility on the academic institutions of the state not only to engage more effectively in the lifelong learning enterprise, but also to provide an economic development pipeline of translational research that results in new companies taking root in Louisiana. In order to grow a vibrant technology-based economy in Louisiana, technology transfer policies and practices must be optimized. The level of support and effectiveness also varies from institution to institution. An analysis of current praxis and best national practices will assist the state in achieving a better return on its research investments through improved in-state tech transfer and technology job creation.

6. **(New) Support efforts within the State Legislature to establish a Science and Technology Committee or Subcommittee that will serve as a focal point for technology information, policy development, and technology industry issues**

   An informed, proactive legislature working in cooperation with the Administration is essential for advancing the technology objectives contained in *Vision 2020.* Establishing a science and technology legislative committee or subcommittee will ensure that elected officials are knowledgeable and well versed about the issues and challenges facing the state in the new "knowledge-based economy." Such a committee or subcommittee will ensure that in advance of any legislative requests and actions, due and deliberate consideration can be given to technology-related matters, thus enabling informed and thoughtful decision-making.

7. **(New) Evaluate the State's new fiber optic assets and other emerging information technologies and develop a plan that provides access to affordable, scalable, high-speed connectivity to state and local governments, universities, schools, and the business community in urban and rural areas.**

   The Department of Transportation & Development has successfully negotiated dedicated optical fiber in most of the Louisiana interstate road rights-of-way in exchange for access to those rights-of-way by private telecommunications companies. These dark fiber optic lines are a tremendous asset to the state, and should be evaluated for both their connectivity potential to all public institutions and the economic development potential that can be achieved.

Appendix G

About the Louisiana Economic Development Council

Louisiana Economic Development Council

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Gregg Gothreaux, 2002 Vice Chair

Don Hutchinson
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Louisiana Economic Development Council Directory 2001-2002

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Gregg Gothreaux, Vice Chair
Don Hutchinson, Secretary, Department of Economic Development

18 Appointed Members in Designated Areas

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Donna Carville
Manufacturing Industry

Henry Charlot, Jr.
Venture Capital/Investment Banking Community

Katie S. Chiasson
Rural Economic Development

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This public document was published at a total cost of $3,373.64. Four hundred copies of this public document were published in this first printing at a cost of $2,053.64. This document was published for the Office of the Governor by the Division of Administration, State Printing Office, to inform legislators, state agencies and organizations, and the general public of Louisiana's progress toward implementation of the Vision 2020 strategic economic development plan and the Louisiana Economic Development Council's specific recommendations for implementation in fiscal year 2002-03, under authority of LA R.S. 51:2375, et seq. (Acts 1966, 1st Ex. Sess., No. 30). This material was printed in accordance with the standards for printing by state agencies established pursuant to R.S. 43:31.